

12  
MAGAZINE OF MANAGEMENT MEN OF AMERICA

FEBRUARY 1954 • FORTY CENTS

# Manage

FEB 12 1954



● "THE ABC's OF MANAGEMENT" (Page 8)

# Sleek...



**YOUNG IN HEART . . .** a gay array of new colors adds spice and dash to the eager lines of this Chrysler New Yorker DeLuxe. Here is beauty that tells the world you drive the leader. You drive the most spirited and efficient of engines, FirePower V-8. Safest power of all, with instant response for every need! Yours is the most auto-

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## ABOUT THIS ISSUE

Featured in this issue of **MANAGE** Magazine is a story entitled "How Michigan State College Teaches Foremen The ABC's of Management." The author, Jacob Schoeppler, evaluates the benefits of a course called "Fundamentals of Industrial Supervision." The story is on page 8. Charles French tells how "Small Factories Need Big Foremen" on page 11. The question of "What's Ahead for Management?" is answered by Robert S. Gruver on page 12. On the following page is the announcement of a new **MANAGE** Magazine monthly contest. A wealth of information may be found in the income tax story, "Will You Pass Your March 15th Examination?" It's found on page 16. Educational Editor William Levy gives food for thought in his article, "You've Got To Be Taught To Hate," on page 23. An editorial by Carl Baczenas, editor, **THE MILL**, Granite City Steel Company, appears on page 27.

## ON THE COVER



(Photo by Don Doerr)

With smooth, silent precision, revolving electrodes of a Ryan Aeronautical Company seam-welding machine create a gas-tight seam on a General Electric jet engine nozzle.

Since the electrical energy used in the welding weighs nothing, seam welding adds no weight to the structure. This is of particular benefit to the weight-conscious aircraft industry.

Ryan's facilities include 95 large spot and seam-welding machines and 165 fusion welding stations. (The company is located at San Diego, California).

# Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

FEBRUARY, 1954

VOL. 6, No. 6

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THE NATIONAL ASSOCIATION OF FOREMEN. EDWARD O. SEITS, President; MARION KERSHNER, First Vice President; WILLIAM S. DIFFENDERFER, Secretary-Treasurer; J. E. BATHURST, Executive Vice President.

The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 60,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street Dayton 2, Ohio.

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# "That's My Boss!"



"There, in the brown hat—

"Remember, I've been telling you about him?

"Believe me, he's a smart cookie.

"He's tough, but he's fair too. The boys gripe, but they know he's okay.

He's got a job to do.

"It's up to him to see to it that our department turns out what it's supposed to. If we fall down, he gets the blame.

"You ought to see him in the shop. He knows more ways to get things done right! He *has* to.

"It's men like him that make things go in our plant.

"I hope some day I'll get a chance at a job like that!"

Know who he's talking about, Mr. Foreman? . . . It's You!

*Foremanship Foundation, Inc.*

DAYTON, OHIO



A non-profit organization  
supported by companies who  
believe that America's Foremen  
help steer America's future.

# The MANAGE FORUM

## THE EDITOR SAYS...

**I**N management, there can be no substitute for courage.

Courage is the motivating force of men who accomplish worthwhile things. The learned, experienced management man without courage who enters the profession is like a Rolls-Royce automobile without gasoline—handsome, impressive, but stalled and worthless.

On the other hand, the man with courage who throws himself into management and strives to do a good job may well find that he must run the gantlet between the start and the finish of his race. His back may feel the sting of the lashes of those less courageous who seek to destroy his ambition through bitter jealousy and contempt.

The biggest obstacle in the path of the courageous management man is his fellow men who lack courage to either support or compete with him. It requires no particular courage on the part of the uncourageous to villify the efforts of the courageous.

One of the characteristics of modern, unsuccessful management people is the rationalization that excessive detail, caution and hibernation are substitutes for courage of knowledge and conviction. There is the example of the executive who awoke one morning to find his company headed for serious trouble. He looked around desperately for the proverbial pile of sand to stick his head into—and announced that the company needed a vastly improved communications program. For eighteen months he devoted all his time to building the best communications program in industry. He reported then, rather proudly, to his board of directors that he had accomplished his mission: the best possible communications program. But the board asked him to resign because the company's production, labor relations, sales and engineering had become so rundown that the firm had been operating at a loss for the past six months. There no longer was a need for such a fine communications program—or for such as him for a company official.

To this unfortunate man of management, the communications program was an opiate. He hid himself in it because he was frustrated and without the courage to tackle the other problems.

There is an old saying which came out of the Missouri Ozarks, and which applies to this message we're trying to get across: "The bird which don't do nuthin, don't get blamed for nuthin."

An Italian philosopher must have been thinking along this line when he wrote: "It is better to live one day as a lion than a hundred years as a sheep."

Exactly what is this thing *courage*? It's simply a mental attitude based on the confidence that you know you are right . . . right both in your factual analysis of the probable success of your venture and in your moral conviction that your objective is worthy of the company you represent and yourself.

Plautius, who lived two hundred years before Christ was born, defined courage pretty well in a play he wrote:

"Courage is the best gift of all; courage stands before everything. It is what preserves our liberty, safety, life, and our homes and

(Continued on page 34)

## And the READERS REPLY...

### EDITORIAL DISTURBS

#### To the Editor:

To put it mildly, I find your December editorial very disturbing. The fact that certain companies are hiring their foremen from outside sources, rather than promoting from employee ranks is not in itself disturbing, nor do I believe that this is anything new. However, the thing that does perturb me, is that the second paragraph of your editorial would seem to indicate concurrence in this method of personnel selection for management jobs.

Such thinking would seem to me to be inconsistent with NAF objectives, and you have but to review the objectives of NAF to verify this statement. I am sure that you are familiar with the philosophy, expressed by many prominent industrial leaders and corroborated by some prominent union leaders, that the interests of management and workers are the same and that what is good for the company is also good for the worker.

In the item which I submitted for inclusion in the booklet, "I believe in the NAF Because . . .", I stated that one of the reasons for my continuing belief in the NAF was that among the principles which were advanced by NAF many years ago, and which are the same principles upon which the organization operates today, were "Developing the individual as a leader . . . developing a keener appreciation of management's viewpoints and of management's important responsibilities to the public, to the employee . . ." Are the leaders of NAF now ready to admit that these objectives are no longer proper or attainable? I personally believe they are as proper as well as attainable, and personally know of many good union members, who in recent years, have become good management men.

F. J. Schaeffer  
Past President, NAF

### WHO GETS AMERICA'S RETAIL DOLLAR

#### To the Editor:

"Who Gets America's Retail Dollar" on page 10 of December MANAGE magazine made me mad. For a third of a century I have been one of the suckers who pay two to three times the real cost of nearly any item sold by retailers. I have no grudge against any individual retailer but as a group retailers are one of the worst economic parasites in existence.

How did the retailer get the item he charged us \$10 for as per the article? He

(Continued on page 34)

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## To meet a human need...

We believe that the hands of America's workers are industry's most important tools. For this reason we are proud to introduce the **Scott Industrial Wiper**,\* which is successfully meeting the wide range of wiping needs in industry. It is a general-purpose, disposable wiper designed to handle your jobs safely, efficiently and economically. A Scott man stands ready to demonstrate this product in your plant.

\*PAT. PEND.

SCOTT PAPER COMPANY CHESTER, PENNSYLVANIA



INFORMAL ATMOSPHERE is noted in this class being instructed by Jacob Schoeppler, assistant professor, Kellogg Center for Continuing Education, and author of this article.

## How Michigan State College Teaches Foremen . . .

# THE ABC'S OF MANAGEMENT

BY JACOB SCHOEPLER

"COLLEGE is no place for me." That comment frequently is made by foremen when they first hear of the program that Michigan State College calls *Fundamentals of Industrial Supervision*.

However, after discussions with representatives of the college or with other foremen who have completed the program, most of them change their minds. To date more than 260 foremen from 26 manufacturing concerns have completed the program. Another 150 will have completed it by this time next year.

Foremen or supervisory training is not new. Many companies have their own programs; still others have participated in short conferences or evening courses offered by colleges and universities. Michigan State's program differs from these in that it is considerably more comprehensive and requires the wholehearted support of top management. This support is necessary simply because those in attendance spend two full weeks at State's newly completed Kellogg Center for Continuing Education—a modern and unique conference facility specifically designed to accommodate adult education programs. This means that top management

must get along without these men for this period of time.

The program, offered for the first time in 1951, was developed by the college's Continuing Education Service to help the Eaton Manufacturing Company of Battle Creek, Michigan, train new foremen. (Eaton is a progressive and rapidly expanding firm which makes blades for jet engines and valves for internal combustion engines.) The program was so successful that the same training was requested for the firm's "old timers." At this point other manufacturing concerns were invited to participate. It has been offered once each month, with the exception of July and August, ever since.

The purpose of the program is to improve the over-all competency of foremen from industrial or manufacturing concerns. It does this by:

1. Devoting considerable time to discussing and practicing human relations and other supervisory skills.
2. Increasing the foreman's understanding of and appreciation for management's problems relative to methods and motion study, safety, production planning, quality, waste, and cost.
3. Giving a broader insight into

foremanship and its responsibilities.

4. By examining some of the problems relative to our economic way of life.

It is designed to help assistant foremen, foremen, general foremen, and those who are about to assume supervisory responsibility. Higher level management also attend.

Many of the foremen who have completed the program thus far had considerable in-plant conference work before coming to Michigan State. Even so, they have found *Fundamentals of Industrial Supervision* to be a challenging and stimulating experience.

Regarding the man who is about to assume a supervisory position, management has come to realize that the transition from good workman to foreman is not an easy one—even for the man eager to make good. The Michigan State program helps solve this problem by allowing the new man to participate in 80 hours of instructional work on supervisory techniques and problems. He has an opportunity to hear the viewpoints of experienced men from other plants and to discuss those viewpoints. In short, he gets two weeks of counseling and

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**FOREMEN TURNED "STUDENTS"** attend daily classes in the spacious Kellogg Center for Continuing Education, Michigan State College. This view is of the rear of the building.



guidance and an opportunity to put his feet on the ground.

While the program is primarily designed for foremen, seven companies have sent men ranging in capacity from division superintendent to plant manager. These people usually come in order to study the value of the program for their particular companies. All found it beneficial, even for themselves; and all followed through by sending additional personnel.

Of the twenty-six companies which have participated thus far, ten have rotated all their foremen through the program—one, two, or three at a time. Six more are currently doing this. Of the companies which once participated in the program, four have sent men whom they plan to place on supervision.

It is quite natural for a foreman who has been out of school for a number of years and who probably has had little or no contact with a university to be a little hesitant about coming to M. S. C. For this reason, considerable effort is made to make them feel at home. When first arriving at State's Kellogg Center, the foremen are met by a representative of the college who sees that their room reservations are in order, that they are registered with a minimum of red tape, and that nervous tension is relieved with a cup of coffee.

The first day gets underway with an orientation session at which the schedule is reviewed and all details, including the objectives of the program, are discussed. The first day also provides the foremen with

an opportunity to meet the eight faculty members who participate in the program. This is done at an informal dinner meeting geared to allow these persons to get acquainted with one another. Informality remains the rule throughout the entire program.

While on campus the foremen never put in less than an eight-hour day, and longer days are not unusual. Each instructor has a full half-day session, or multiple thereof, with the group. Several evening sessions definitely are planned, but the exact number depends upon whether group discussion is such that additional evening sessions are required to cover the scheduled material. Because the foreman is an active individual accustomed to being on his feet, breaks and a comfortable lunch period are a necessary and important part of the program. Informal after-hour sessions develop spontaneously and add valuable experiences.

Michigan State College is particularly proud of this program's teaching staff, which successfully blends academic proficiency with "school of hard knocks acceptability." This is probably a major factor in determining the degree of success a university will have in offering an instructional program for industrial supervisors.

Experience has showed that four factors generally determine whether an instructor will win the acceptance of the foremen. They are knowledge of subject matter, practical experience, instructional

ability, and personality. Being particularly strong on any one of these four points probably will enable an instructor to get by for a time, but continued acceptance and success requires strength in all four. To illustrate, many persons can recall some high school or college teacher whose technique or course they didn't particularly care for—only to find at some later date that this was the very technique or course which they needed.

A program such as *Fundamentals of Industrial Supervision*, cannot allow foremen to go through this kind of an experience. The instructor's teaching techniques must make the foremen realize—not at a later date, but right then—that the material being presented is something that they need. This is necessary simply because the foremen are under no compulsion to complete the program, and the participating companies are not obligated to continue enrolling their men.

Several steps are taken to make certain that the program will continue to meet the needs of the participating foremen. Attendance is kept small—10 to 14—per program. This allows everyone to participate and to receive attention. Each group is asked to evaluate the program and to offer suggestions which it feels would improve the various presentations. These suggestions are summarized and turned over to the program's faculty so that they can be analyzed.

(Continued on page 28)



## Triple Protection For American Liberty

### I

**T**HE Constitution of the United States is an amazing human invention: no other constitution or form of government in the world today can match its 175 years of continuous service.

It is the foundation of a government strong enough to *protect* the liberty of the people but *not strong enough to take it away*.

For the first time in history a nation of people had an almost foolproof guarantee that they would always be masters over their government.

This was assured by the separation of governmental powers, which separation sets up *three strong lines of defense against tyranny*.

### II

**T**O see how this works, let's assume that an overambitious Congress should pass a law that encroaches upon our Constitutional liberties.

Our first line of defense is thereby broken, but this encroachment can be stopped at the second line by the Presidential veto.

If Congress were to pass the law over the veto, the second line of defense would be broken through, but there would still be the third.

Under these circumstances any citizen can challenge the constitutionality of the law, and the Supreme Court has the power to throw it out — this time forever.

### III

**I**T is true that we Americans have a clumsy, slow-moving form of government.

*It was planned that way* by the people who wrote the Constitution for the express purpose of preventing the citizens from acting impulsively.

There have been times when powerful personalities and compelling events have challenged this slow-moving apparatus and made the Congress willing to take orders from the President.

Such a case was the N. R. A., better known as the Blue Eagle, which was not only unconstitutional but contained many Fascistic features.

The N.R.A. got by the first two lines of defense, but then the Supreme Court threw it out.

### IV

**T**HE separation of power is based on the "safety in numbers" principle.

The chances of all three defenses failing us at the same time are indeed remote.

And as long as any one of them remains on freedom's side, we are relatively safe.

We have had power-minded Congresses, Presidents, and Supreme Courts, but never at the same time, and in all likelihood we never will.

When we count our blessings as Americans, let us thank the Founding Fathers for the foresight and wisdom that went into the Constitution upon which rests our liberties.



## SMALL FACTORIES NEED

# BIG FOREMEN

BY CHARLES FRENCH

*Junior-sized industrial plants naturally have diminutive payrolls, production programs, capital investments, executive and employee staffs, but let them try to get by without Jumbo-size foremen and they hit big snags. A clear-thinking industrialist in Texas drawled the other day that, "By golly, in this day and age, the smaller the plant the bigger the foremen have got to be!"*

"Foremen in a small expanding plant must be leaders, having executive ability," says Max Isaacson, president and founder of Globe Industries, Incorporated, precision manufacturing plant in Dayton, Ohio. "This is more true than ever before," he adds, "now that we are experiencing acute 'growing pains.'"

Globe prides itself as one of the world's largest manufacturers of fractional horsepower motors for use in aircraft. The firm specializes in motors up to 1/20th horsepower which are used in radio and electronic equipment as well as in aircraft accessory equipment of various kinds.

The accessory equipment includes fans for cooling and ventilation, servo motors for automatic controls, gear reduced motors for remote drive equipment, gyro spin motors and motors built into specialized mechanical equipment.

The firm also has developed innumerable civilian uses for its "Moto-Mite," trademarked name of the little giant of the electrical motor field.

The M-M, as it is known in the trade, is only one and three-sixteenths inches in diameter, one and three-fourths inches long and weighs three and a half ounces. Its armature can provide up to 45,000 revolutions a minute on intermittent duty; and with the aid of a planetary gear reducer can lift up to 300 pounds. It has been constructed for either direct or alternating current.

But the foremen! Why is their role so important in this operation which has doubled in size during the last year?

Primarily because Globe's foremen are charged with covering increased production with a continually growing employee staff that in most cases must be trained individually in extremely delicate work.

"The foreman in any organization is the link between top management and the employee; but in a small plant that link is more direct," Mr. Isaacson said. "To man such positions properly, top management must have a production expert and humanitarian as well."

"'Brass' in the large plant is merely a name to the average employee. 'Brass' in a small plant may well be a neighbor. 'Brass' in an expanding plant may be either or both.

"Successful foremen in a plant like Globe's—and there are hundreds across the country—must be born of patience and perseverance. They must be a combination of educator, confidante, and referee; they must be tactful, capable, qualified, interested and ambitious."

Rapid plant expansion at Globe has robbed Mr. Isaacson of a practice he enjoyed for years—that of going through the plant and being able to address every worker by name. Pressure of the plant's growth has kept him more closely confined to his desk; his trips to the production department have of necessity become less frequent.

Mr. Isaacson finds that he is relying more and more upon his foremen to see that the firm's policies, methods, goals, social programs and accepted welfare re-



sponsibilities are transmitted into action throughout the plant.

Stressing need for humanitarianism in a small plant's foreman, Mr. Isaacson added:

"He learns to know each worker's personal habits, abilities, weaknesses, philosophies, desires, family status, home problems, and many other factors which make a human being human.

"The foreman must face disputes centered on jealousies, overcome bitterness created by personality clashes and consider emergency problems of the men and women working under his supervision.

"He must possess the initiative and judgment to iron out, with the other foremen concerned and on a personal level, those production problems which in a large plant would be handled through routine channels by means of many written communiques.

"In other words, the foreman, in addition to being a production wizard, must be quick to recognize the effect of a worker's personal problem on production and adjust that problem in such a manner as to keep the front office and the worker satisfied."

But why should the small plant foreman's position be one of "extra duty?" The answer, as Mr. Isaacson sees it, lies in the fact that there is far closer personal contact between foreman and worker.

The "problem employee" in the small factory must be dealt with by the foreman. There's no place to transfer him, except "out," and discharges are disagreeable and costly to everyone concerned, Mr. Isaacson believes, adding:

"Hence, the small plant foreman is faced with the problem of satisfying the firm's top officials, the worker, himself, and, of course, the customer who ultimately uses the product his department is creating."



# What's Ahead For Management?

(This is a summary of an address given recently by Robert S. Gruver, vice president, Armco Steel Corporation. It was presented at the second conference of the Southeastern Ohio NAF Council, held in Cincinnati.)

**I** am sure that we can all agree on one point—there are plenty of problems ahead for management. There always have been, and there always will be. Management is the “problem solver” of business. That is what managers are for. And in this modern industrialized civilization of ours, the prosperity, happiness, and security of the entire nation depend more upon the collective skill and ability of management than on any other group.

Yet do you know of any group that receives less credit for its contribution to the national welfare?

In recent years many books and articles have been written pointing out that foremen are managers. They point out that foremen have the same kind of responsibilities as the plant manager or the president, even though these responsibilities differ greatly in scope and principle.

I heartily agree with that principle. But I'm afraid that quite a number of foremen—and some top executives, too—just give lip service to that fact.

When I was managing a plant a foreman once said to me:

“I'm just a man without a country. I don't belong to labor or management, but I catch hell from both.”

This feeling is probably shared by only a small minority of foremen—those who feel that they are not appreciated by top management, or that they have been robbed of much of their authority. They tend to ignore the fact that state and federal laws, directives, labor contracts and the like, are a major cause of their complaint. This same thing has happened to top management. It is the same problem at all management levels

and we must all find ways and means of meeting these problems—regardless of what they may be.

These few foremen look at their jobs through the wrong end of the telescope. They cannot be effective managers because they do not regard themselves as management. They completely lose sight of the fact that no matter how they view



**ROBERT S. GRUVER**  
*Management is problem solver*

their jobs, to the men they are always “the company.”

No matter how small this minority may be, it represents a weak link in the chain of management. The pride of these men needs to be bolstered. Through proper training and encouragement their viewpoints can be broadened.

Through training, for example, they can acquire greater management skill.

During the past 10 or 12 years we have all seen tremendous expansion in industry. In practically every field our capacity to produce has been greatly multiplied. This expansion has added thousands and thousands of new faces to the ranks of management.

Management has a big job ahead. Your importance to your

company has not diminished—it has grown. So have your opportunities, if you can pass the test. It's not strange that the men who know how to keep quality up and costs down are the ones who get the promotions when better jobs open up.

We've often smiled when we've heard some politician reel off Abe Lincoln's famous line about government “of the people, by the people, and for the people . . . .”

Did you ever realize that this applies to business as well?

Our owners, the shareholders, are people.

Our employees are people.

Our customers are people.

Any way you look at it, business is people. As always, the most important job ahead for management is to strive constantly to improve our relations with people, particularly those with whom we are associated in our own company.

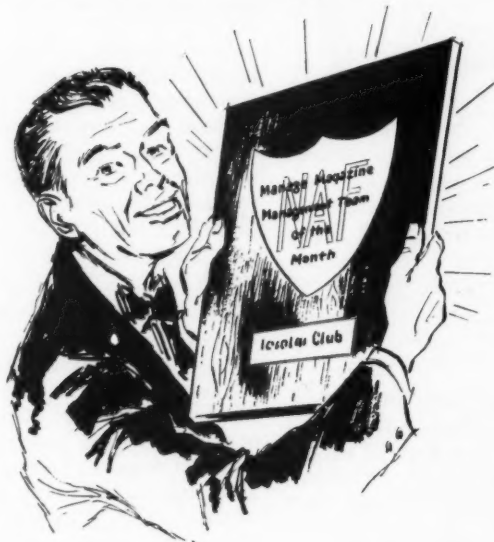
I'll never forget one demonstration of what good human relations can do. Armco sent me to England in 1931, and I worked there until 1939 in steel plants owned by British companies associated with Armco International Corporation. One operation Armco took over had been a losing venture under British management. We had obsolete equipment and we had to work with all kinds of unions.

But using the same human relations policies that had worked successfully in Armco plants over here, we saw production soon begin to rise and quality improve, and within a short time we began to earn a modest profit. The same employees, using the same equipment, put that operation on its feet. To me it was clear proof that good human relations pays dividends.

Today many foreign companies are sending their people over here to visit forward-looking American companies. They are not coming primarily to inspect American plants and equipment. They are coming because they want to learn



## "Management Team of the Month" Contest Begins in March MANAGE



**A**LL NAF club presidents and secretaries have been notified of the rules governing the new MANAGE Magazine monthly contest to select the "Management Team of the Month." The club winning the first of the monthly citations will be announced in the March issue along with the 500-word report from the club president on why he is nominating his NAF club for the honor. Special engraved plaques will go to the winning clubs, and each entry is eligible for award consideration for two years from date of receipt at the MANAGE editorial office.

all they can about our industrial relations, for it has been demonstrated that good human relations are profitable to everyone.

It seems to me that if we Americans are going to be able to meet foreign competition in the future the job ahead of management is to continue to improve our human relations in industry.

Let's take the subject of "employee communications." Unfortunately, those words are often loosely tossed around in magazine articles and convention speeches.

Some foremen think "communications" are what comes from the front office. I mean the company magazine, news letters, movies, posters, and the other standard ways of keeping employees informed.

Did you ever stop to think that what goes out man-to-man every day over your personal transmitting set is the most effective kind of communications?

The best communications take place in an atmosphere of mutual faith and confidence.

As a matter of fact, it's almost impossible to communicate effectively if your men do not have confidence in you. And unless you have their faith you cannot expect them to complete the two-way circuit and communicate their views, their hopes—or even their gripes—to you.

And I don't see how we can have effective communications unless the play-back from men to management is clear and strong.

What do men want to know?

After his home and family, an employee's first interest is his job. The state of the business . . . the day-to-day operations of his department . . . departmental growth possibilities . . . how he individually is doing . . . his prospects for promotion . . . the list of employee interests is almost endless.

Above all, he wants to be "in the know." He wants to be consulted. He wants to participate. He wants to play on the team. And he doesn't want to get company facts which concern him through the

newspapers or the barbershop. Through these channels the news may reach him badly garbled, and besides, he ought to know these things before they become general information.

If we keep him regularly informed—and listen carefully to what he has to say—we will have his faith and confidence, and they are the cornerstones of cooperation.

Don't forget, too, that your workman has a wife at home who has a very keen and personal interest in her man's job and his promotion prospects.

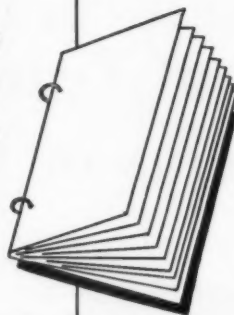
During the past 15 years we have seen the labor contract come into common usage. Whether there is a national union, an independent union, or no union at all, employees most generally want some kind of a written agreement.

Now I am not critical of labor contracts. They are undoubtedly a necessity in this age. I have helped to negotiate them and I know how much toil and sweat

(Continued on page 26)

# BUSINESS NOTEBOOK

by William M. Freeman



**H**IGHLY complicated carts were developed by the scientific laboratories for the sole purpose of carrying scientific instruments that could not be jarred. So what happened? This, according to Foster D. Snell, Incorporated, New York chemical engineering house: A baby buggy, any old baby buggy, turned out to be better and safer with its easy-riding springs than the expensive mechanism dreamed up by the scientists.

## FAIR TRIAL

Sales managers (any product at all) should take particular interest in the latest sticking of pins into cigarettes and their reputed evils. It has long been said that cigarettes are harmful, and perhaps a few of us old enough to recall that they once bore the name of "coffin nail." The important point is that no one has *proved* that they are harmful, that they cause cancer or any one of a hundred other ills.

The latest charge that cigarettes caused lung cancer was enough to cause tobacco stocks to drop several points, making the shares attractive bargains for shrewd traders. Just the same, no one yet knows the exact cause of any type of cancer. While it is possible that cigarettes are guilty, the product deserves the same treatment in the court of public opinion that a citizen gets in a court of law—the right to be held innocent until proved guilty. Cigarettes perform a useful service in inducing relaxation. Misused or overused they can cause a lot of trouble. The same is true of spirits of various types. Used properly, they are helpful; misused, they are a terror. And, believe it or not, milk can harm a drinker if he cannot tolerate it or if he should overuse it. Water, too, used to excess, can be harmful.

Would it be fair if your product—a plastic slide rule, let's say—was accused of causing skin cancer and promptly boycotted without a fair trial?

## HAIRCUTS

It sounds logical that if you raise the price of your product you take in more money. Well, it isn't always so. The catch is that you have to sell the same number of units at the higher price, and it's highly unlikely that you will, for the unhappy reason that the higher the price the smaller the potential list of customers.

At the moment this truth, the law of diminishing returns, is being discovered by barbers in Chicago. The haircut, as it happens, is one item men are likely to do without or postpone when the price goes up. Six days before Christmas the Master Barbers Association of Chicago raised the haircut price from a whopping \$1.50 to an even more whopping \$1.75. They figured, no doubt, that while they didn't have as many customers as they might have liked at \$1.50, at least they'd get a quarter more from the ones they did have.

Disappointment coming up: The outlook is for even fewer customers, and very likely a total take at \$1.75 that will be less than the total receipts at the old \$1.50 price. It is a very neat illustration of the economic

law which says, in effect, that you get just so much enjoyment out of one ice cream cone, twice as much out of two, two and a half times as much from three—and a stomach ache from four.

P. S.: Sales of a home haircutting device are doing very well.

## HOW TO LIE

Along comes a book that should be read by everyone whose welfare depends on planning. That's broad enough to take in all of us, no exceptions. The name of the book is "How to Lie With Statistics," written by Darrell Huff, with drawings by Irving Geis. It was published on Jan. 4 by W. W. Norton & Co.

The title is somewhat misleading. If you want to learn how to misrepresent a product or a trend or a finding the book will show you how, in humorous text and drawings. Its purpose is somewhat above this: It exposes how the tricks are put across, by way of warning against such trickery, just as the Treasury Department will show you counterfeiting dodges so that you can arm against them.

The book starts off by quoting Disraeli, "There are three kinds of lies: lies, damned lies, and statistics," and goes on from there. It refers, for example, to the familiar report of some years ago to the effect that "the average Yale man, Class of '24, makes \$25,111 a year." This would suggest that if your boy goes to Yale all will be peach melba and cream not only for him in the future, but for his old man. Trouble, of course, is that the figures are what the men *said* they earned, that few know exactly what they receive (unless it is wholly and solely from wages or salary) and incomes in this bracket usually are derived in some measure from dividends on wealth made some time earlier. Further, some people exaggerate their incomes, while others, having minimized their earnings on a tax return, hesitate to put down the truth. There is no assurance that these two errors cancel out. And, who's the average member of the Class of '24, anyway? Begging the pardon of any Yale gentleman in the audience, are there none at all who

earn zero or whose residence is in the Bowery? These graduates, if there are any, very likely don't go to reunions and get themselves questioned on their income.

Another example cited of tricks with figures: A large steel corporation some years ago reported an increase in average weekly earnings for its employees of 107 per cent from 1940 to 1948. Why 1940, and why 1948? Note this: The 1940 figure included a much larger number of partially employed persons. If you work half time one year and full time the next, at the same rate of pay, earnings will double but the wage rate will not be affected at all. The weekly earnings did go up in the instance cited, but so did the number of hours worked per person.

Next time you see some figures, statistics, surveys, studies and the like that help you to make decisions and plans, don't just accept them.

Look before you impress.

## OPPORTUNITY

How good is the equipment you use in your plant or office? A group of top industrial executives and engineers—throughout the country in a cross-section of industries—were asked to take a look at their equipment and their processes. The questioner was the American Society of Tool Engineers.

The answers were disturbing: The users said 28 per cent of industry's production equipment and manufacturing processes were obsolete or inadequate. For machining equipment, 30 per cent were obsolete; inspection methods, 34 per cent; metal-forming processes, 28 per cent; welding equipment, 25 per cent; grinding and finishing equipment, 23 per cent.

Obvious conclusion: A big market exists for sellers of replacement equipment and for devisers of new methods.

## ANTIQUES

Here's a fine business to get into: Antiques. It seems top-quality European antique furniture—chests, secretaries, commodes, chairs and the like—are scarce in Europe and rather more plentiful

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here. Well, there are only so many antiques (real ones, that is) and most of them are in this country. The result is that the old furniture, according to dealers, most of whom are in New York, brings two or three times as much in Europe as it does here.

Of course, after a century or so the furniture will all be back in Europe, and the situation will be reversed. If you decide to go into this business seriously, concentrate on French and English furniture. Dealers say it's better quality.

## FRESH FIELDS

What's the most interesting part of the paper? The movie news? The sports page? The stock tables? Society stuff? Department store advertising? The latest from Moscow? Each man to his own choice: For me it's the business opportunities, the businesses for sale.

"Small hotel, twenty rooms, colonial bar, apple orchard, near parkway, owner ill, must sell. Bargain."

Or: "Manufacturing plant, ready for new product, plenty of labor available. No down payment or investment." One ought to be labeled "Headache for sale, expensive." The other should be tagged, "First-class future, on silver platter, available for asking." Trouble is, you can't tell which is which, and why. That's what makes the ads so fascinating.

## KEEPING RECORDS

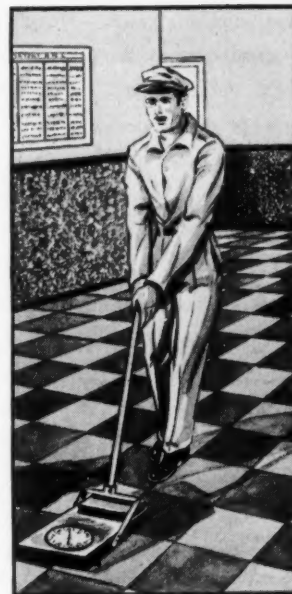
It won't be long before business offices throughout the land will be buried under a load of carbons, file copies, duplicates and other mountains of records. That's the warning of Robert A. Schiff, executive director of the National Records Management Council. In 1950, he commented, the average company had a net profit after taxes of 4.3 per cent, which, in simpler language, means \$43,000 for every million dollars of sales. If not filing papers away can save 300 filing cabinets, Mr. Schiff figured, the savings in space and equipment in a year would amount to \$43,000. In other words, you can make yourself as much by not stacking papers around the place as you can by going out and doing a million dollars worth of business.

## SURVIVAL

"Atomic energy and sex have much in common," Robert R. Wilson writes in The Bulletin of Atomic Scientists. "Both are relevant to survival and neither goes unharnessed. By some strange social agreement, they are eschewed in polite conversation. Youngsters

(Continued on page 17)

## HOW LONG Will Your Floors Stay SAFE?



## Try this LEGGE Slip Meter Test

Four months after a LEGGE Safety Polish had been applied to the flooring of a large institution, a Slip Meter reading indicated *No appreciable loss of slip-resistance*. The co-efficient of friction at all points was still well beyond U.L. requirements for walking safety.

Instead of the round-robin of strip-pings and reapplications your present polishes require, LEGGE products need only routine touch-up maintenance to function perfectly months later. You can't match LEGGE for year 'round economy and beauty. And the SAFETY lasts. Write today for full information. Ask for this fact-filled FREE booklet.



Walter G. LEGGE Company, Inc., 101 Park Ave., New York 17, N. Y., Dept. Z-2. Offices in principal cities.



Uncle Sam has a test in store for you—one that will flatten your pocketbook if you flunk it. The examination date is the "15th day of the third month after the close of your taxable year"—March 15th for most taxpayers because they use the calendar year. Your exam paper is the federal income tax form. To learn some facts which may help you pass, try your hand on these ten questions. If you don't get them all right, you are in danger of overpaying your taxes. This test is based on material from the American Institute of Accountants, the national professional society of certified public accountants.



## Will You Pass Your March 15th Examination?

HERE ARE THE QUESTIONS.  
ANSWERS ARE ON PAGE 28.

1. Your wife did some work as a substitute teacher which brought in less than \$600. She wants a refund of the tax withheld from her pay. You should—

- a. Let her file a separate return to get her refund, then file your return claiming exemptions for both of you.
- b. Advise her to file a joint return with you.
- c. Each file a separate return claiming one exemption.

2. You obtain three loans; the first to buy business supplies, the second to make repairs for a tenant, and the third to pay your son's college tuition. You can deduct—

- a. The interest on the first loan.
- b. The interest on the first and second loans.
- c. The interest on all three loans.

3. You own several types of securities. Which of the following is taxable?

- a. Stock dividend (common

stock distributed to common stockholders).

- b. Interest on state and municipal bonds.
- c. Interest on bonds of a tax-exempt educational institution.

4. You are the sole proprietor of your business. Your daughter worked for you part time and earned \$595. She filed a return to get a refund of tax withheld from her wages. You can—

- a. Not take a deduction.
- b. Deduct her wages as a business expense and take a \$600 exemption for her.
- c. Deduct her wages as a business expense, but not take the \$600 exemption.

5. Your inventory pricing method can be changed only—

- a. If you are on a calendar year basis.
- b. By permission of the Treasury.
- c. Once during the life of your business.

6. You gave your church a corner lot for which you had paid \$500. Its value at the time of your gift was \$1,500.

—a. You must pay a capital gains tax on the \$1,000 increase.

- b. You may claim a deduction of \$500.
- c. You may claim a deduction of \$1,500.

7. Which of these is *not* a requirement in claiming the \$600 exemption for a dependent—

- a. The dependent must be a close relative as defined in the tax instructions.
- b. Must not have had \$600 or more of income.
- c. Must not be claimed as an exemption by his or her spouse.
- d. Must be a citizen of the United States.
- e. Must have received more than half his or her support from you.

8. Your business is a partnership. Your partnership tax year—

- a. May be a fiscal year ending the last day of any month.
- b. Must be the same as your personal tax year.
- c. Must be the calendar year.



9. You recently sold 25 shares of stock for a gain of \$100. You had held these shares just under six months. You had no other "capital" transactions. Your tax on this transaction—

- a. Is the same as for ordinary income.
- b. Can not be more than the capital gains ceiling of 26%.
- c. Is based on 50% of your capital gain.

10. You have made a gift of stock to one of your children. If the dividends from this stock amount to less than \$600—

- a. The dividends must be reported, but no tax is imposed.
- b. They are taxed as a capital gain.
- c. They do not deprive you of the dependency exemption for the child.

## BUSINESS NOTEBOOK

(Continued from page 15)

seem to know more about them than do their elders, and atomic energy, as sex, is surrounded by curious taboos. Both are featured, and about equally now, in the comics, although atomic energy does less well in paperbacks, since it lends itself less naturally to the covers."

## THE OTHER FELLOW'S JOB

Of all the jobs held by others, the work of the stage actor probably is the most desirable. At least, that's the opinion held by many of us when we see the glamor girls of the stage, the screen, television and whatever was invented last week, up there on the stage in the arms of the handsome hero. What a job that must be!

This corner being in the killjoy business, here are some figures that puncture the roseate dream. Actors don't make money. Those \$5,000-a-week figures you hear are very few, very very few.

Alan Hewitt, well known and fairly prosperous as an actor, has been studying employment in the theatre for the last five years, with the cooperation of Actors Equity, the actors' union. In the '52-'53 season, he found, the actor's average income from the theatre was \$800, a decline of \$25 from the year before. The five-year average was \$790. The average number of weeks

(Continued on page 28)

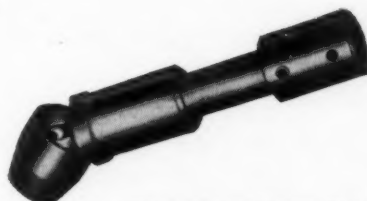
MANAGE February 1954

# APEX offers you 3,910 choices in Impact Extension Universal Wrenches!



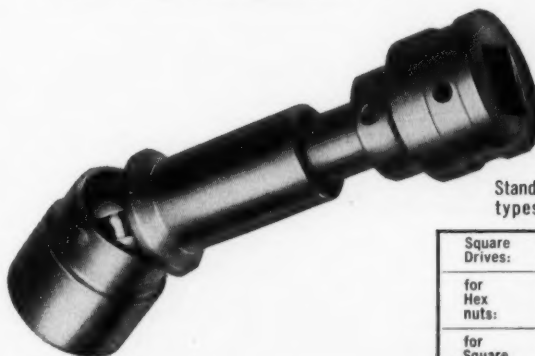
Standard (illustrated) and tension types; shank lengths to 15".

Hex Drives:	1/4"	3/8"	1/2"	3/4"
for Hex nuts:	1/4" to 3/8"	1/4" to 3/4"	1/4" to 1 1/4"	3/8" to 1 1/4"
for Square nuts:	1/4" to 3/8"		1/4" to 1 1/4"	3/8" to 1 1/4"



Standard and tension (illustrated) types; shank lengths to 15".

Square Drives:	3/8"	1/2"	3/4"
for Hex nuts:	1/4" to 3/8"	1/4" to 1 1/4"	3/8" to 1 1/4"
for Square nuts:	1/4" to 3/8"	1/4" to 1 1/4"	3/8" to 1 1/4"



Standard and tension (illustrated) types; shank lengths to 15".

Square Drives:	3/4"	1"
for Hex nuts:	3/8" to 2 1/4"	1 1/4" to 2 1/4"
for Square nuts:	3/8" to 1 1/2"	1 1/4" to 1 1/2"

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Power Bits, Insert Bits and Bit Holders, for Phillips, Frearson (Reed & Prince), Slotted, Clutch Head and Socket Head Screws • Hand Drivers for Phillips, Frearson and Clutch Head Screws • Two-Piece Drivers for Hex Head Screws • Sockets, Extensions, Adapters and Nut Setters • Universal Sockets, Extension Wrenches and Adapters • Self-Releasing and Adjustable Stud Setters • Safety Friction Tapping Chucks • Vertical Float Tapping Chucks.

# How would **YOU** have solved this?



**NOTE:** In order to be considered for cash awards and the certificates of special citation, all solutions to the "How Would You Have Solved This" supervisory problem must be postmarked not later than February 28, 1954. Address your solutions of no more than 500 words to Editor, **MANAGE**, 321 W. First Street, Dayton 2, Ohio.

## HERE IS THE SUPERVISORY PROBLEM FOR FEBRUARY

Jamie Johnson is a loyal and respected employee of the rapidly expanding Neway Manufacturing Company, located in a small mid-western city.

He began his duties in this large organization 15 years ago in a minor job. Through hard work and perseverance he became a machine operator, and has been on this job for the past eight years.

During this time he has performed his duties in an efficient manner and is well liked by both the employees and management.

Recently, the methods planning department made a careful analysis and, as a result, a new method was devised for performing Jamie's job.

Expensive new equipment was purchased. It was installed and tested on a weekend to save time, so that it would be ready the next working day.

Upon arriving at his work station on the following Monday morning, Jamie took one look at the new equipment and stated in no uncertain terms that he didn't like it and wouldn't have anything to do with it.

Naturally, his foreman and others in management were shocked at Jamie's strange attitude toward this change.

Their problem was whether to discharge him for insubordination, transfer him to another department, or figure out some other solution. How would you solve this problem?

## Here Was the Supervisory Problem for January

Whether to cut hours or salary is the problem facing the two young owners of the Mordunny Company. In June they hired a number of extra workers to handle a government contract. Both the contract and money are running out since they over-hired.

They have called a conference with their supervisors to discuss whether to cut the salaries of the workers and have them to continue working the same number of hours, discharge some of the men, or keep all of them employed by cutting the hours and keeping the same rate of salary. As there is no union, this poses no problem.

The company is small and Alex Morr and Jim Dunny work closely with the workers. A "family like" attitude prevails and they are very much interested in the employees as individuals. Many of them are disabled veterans with families for whom they must provide. With few exceptions, they are hard workers and eager to please by producing.

By continuing at the present rate of salary and number of hours, the contract will soon be ended and there is no assurance of a new contract at the moment.

If you were one of the owners of this company, how would you solve this problem?

## JANUARY WINNERS

Following are the best "solutions" to the supervisory problem of the January issue. The persons who wrote them have received checks for \$10.00 each and a handsome two-color Merit Award certificate for framing.

### Line Up New Contracts

*By William Steinkoeing, 14 Caldwell Drive, Hartwell, Cincinnati 16, Ohio*

Your contract and money are running out since you overhired. If I were one of the owners I would first cut the hours immediately. I would not cut the hourly rate. I would call a meeting with all employees and explain the situation. I would set a date in the middle of March and keep the standards of each operator, leaning a little backwards for the disabled veterans. At this meeting I would tell them it's up to them to pitch in with the supervisors to keep up the goal set and that both of the owners would be out considerably the next couple of months to line up new contracts. Then if nothing developed by the middle of March, I would start laying off some you might have noticed lost faith in the company, or who might be sulking.

You say with few exceptions that they are good workers and eager to please, so it would not be hard to figure out who to keep by the middle of March.

### Only One Step To Take

*By Mario J. Delbove, Commonwealth Plastics Corporation, Leominster, Massachusetts*

If I were the owners, it would seem that only one logical step could be taken.

In the first place, this problem presents a few factors that do not exist in a larger company, that is, the owners feel that this plant has a general "family feeling" among all the employees, plus the fact that quite a few disabled veterans with families to provide for, may not find it too easy to find other employment right away, and therefore the Mordunny Company hesitates to cut down on their salaries or employment.

The above problems would not necessarily bother a larger company, because their personal feelings seldom enter into a situation of this kind.

The Mordunny Company being in-

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terested in the welfare of their employees should, after talking it over with their foremen, call a general meeting of all employees, explain the situation to them, and the feeling the management has on this matter.

Management could then explain to them that the plan would be to cut the hours and keep all concerned working for the same rate of pay, and hope that before the available money ran out, more orders would be forthcoming. By handling it this way, the employees would feel that they are important and necessary to the company. It would also prove more profitable in the future to the Mordunny Company, in that they would not lose time and money, breaking in new help when more work was available.

I am sure that in the long run, one expenditure would more than offset the other.

#### Maintain "Family" Attitude

By Dean A. Pearson, Timpte Brothers Incorporated, Denver Colorado

Assuming that the employees of the Mordunny Company are working a 40-hour work week and are paid a wage of \$1.80 per hour, and the employer employs ten workers, the money earned in straight-time hours will be \$72.00 per employee per week, or \$720.00 per week for ten employees.

Assuming that the employer cuts the employees' hours to 36 hours and pays them a salary of \$1.80 per hour, and maintains a ten employee quota, the monies earned on a straight-time hourly rate will amount to \$64.80 per employee per week or for ten employees, \$648.00 per week. There will be a saving of \$72.00 by the company on a weekly basis and the work will be prolonged for employees in the "family-like" way.

Assuming that the employees' hours are not cut and that they work a 40-hour work week, and are paid a salary of \$1.80 per hour, and the employer cuts the number of workers from ten, to five, the monies earned in straight-time hours will be \$72.00 per employee per week, and for five employees, will amount to \$360.00 per week. It will take twice as long to do the job. It may help the "family-like" attitude for the five employees who are still working by providing jobs for them, but the initial cost to the company has a good chance of being identical due to the fact that they had ten employees working before and now five men are taking the place of the original ten.

Assuming that both the hours and the number of workers are cut, and the employer works the employees 36 hours; pays them \$1.80 per hour, and uses five employees instead of ten, the monies in straight-time earnings will amount to \$64.80 per employee per week. This solution prolongs the work, maintains the "family-like" at-

MANAGE February 1954

# Teamwork pays off!



In aviation, as in athletics, it's *teamwork* — as a result of skill plus training — that pays off. Prior to take-off, a highly trained crew is assembled for briefing — similar to final instructions or a pre-game meeting. At flight time the First Pilot takes over the controls with an able substitute at his side — the Co-pilot. Also on this team of specialists are the Navigator, Flight Engineer, Radioman, Purser, Stewardesses. On the sidelines, competent ground crews keep equipment in top shape and render invaluable assistance — such as radio contact and weather aids — to the personnel in the air.

And Pan American, the World's Most Experienced Airline, has been racking up flying records since 1927. It was the first airline to cross the North Atlantic and the Pacific Ocean . . . to fly to South Africa and to Australia . . . to operate double-decked airliners. Today, Pan American Clippers\* can take you to 83 countries and colonies the world over.

For reservations, call your Travel Agent or the nearest Pan American office.

## PAN AMERICAN WORLD AIRWAYS

WORLD'S MOST EXPERIENCED AIRLINE

\*T.M. REG., PAA, INC.



titude for five employees, and saves the company money weekly.

Assuming that the employees' hours are not cut and they work 40 hours per week; take a cut to \$1.60 per hour in wages, and the total workers remains the same, the monies earned on a straight-time basis amounts to \$64.00 per week per employee or \$640.00 for ten. There is a saving of \$80 by the company on a weekly basis; the work will not be prolonged, and there is a wage differential.

In analyzing which of the solutions is the most feasible, I believe that cut-

ting the hours and maintaining the ten workers appears to be the best for both the company and the workers; as it maintains the "family-like" attitude, saves money for the company, and prolongs the work that is to be accomplished.

**Honorable Mention**—Jesse W. Born, New Philadelphia, Ohio; James L. Pirtle, Culver City, California; Richard F. Jackson, St. Clair Shores, Michigan; William Stuber, Long Beach, California; and Joseph Stein, Los Angeles, California.



# Management on Review



**CONVAIR POMONA SWITCHES PREXIES**—Noble J. Barnes, left, industrial accounting general supervisor, succeeded Fred P. Morgan, factory manager, right, as the president of the Convair Pomona (California) Management Club. NAF national president Edward O. Seits, center, installed the new officers.



**AMONG THE MEMBERS OF THE ARMCO FABRICATING DIVISION FOREMEN'S CLUB** who served as "extras" in Dayton, Ohio performances of the "Passion Play" were Paul Doeblner, A. L. Young, D. G. Horn, Morris Evans, Paul Balser, Cecil Kindred, C. E. Stutenroth, and William Thompson. Approximately 30 members took part in the play.

## SEN. DOUGLAS ADDRESSES ACME FOREMEN'S GROUP

Chicago—The senior senator from Illinois, Honorable Paul H. Douglas, when he addressed Acme Industrial Company's Foremen's Club in Chicago on getting along together in industry, sub-titled his talk, "The Reminiscences of an Obsolete Arbitrator."

For the fourth consecutive year the company had as its guests all of its union leadmen and officials, and complimenting the union and the company on their annual get-together Senator Douglas cautioned: "It is much better to work problems out between yourselves than to have to call in an arbitrator, or—worse than that—the government." From his own experience, Senator Douglas felt that the outside arbitrator is bound to be ignorant of the facts of the business and tends to make both sides "sore" by compelling them to straighten out their differences.

"Even if this weren't true," the Senator said, "in this naughty world we respect people who have strength and . . . arbitration really boils down to the lion getting the lion's share anyway."

Acme Industrial Company and its union who have a three-year contract and a long history of cooperation heartily agreed with Senator Douglas.



**SENATOR PAUL H. DOUGLAS OF ILLINOIS** is welcomed by Adam Gabriel, president of the Acme Industrial Company, when the former spoke before the company's management club. The speaker's topic was "The Reminiscences of an Obsolete Arbitrator."





**HUGHES TUCSON MANAGEMENT CLUB BACKS MANAGE SUPERVISORY CONTEST**—To stimulate members to enter the "How Would You Have Solved This?" supervisory problem contest, Hughes Tucson (Arizona) Management Club officers have voted to put \$10.00 a month into a fund to supplement the MANAGE award to Hughes Tucson members who win the national contest. The club also will give \$5.00 to those members who receive honorable mention in the contests. Above, Walter Jobson, right, a recent MANAGE winner, receives his MANAGE citation and club check for \$10.00 from club president R. L. Waddell. (Hughes Aircraft photo by H. Kinney)



**BEAUTY ON THE FENCE**—In our most candid editorial opinion, nobody has a better right to be "on the fence" than a lass as well put together as Miss Inez Shadrick, above. A reservations agent for Trans World Airlines in Cincinnati, Miss Shadrick recently won the TWA Skyliner "pretty knees" contest. Congratulations are in order to Miss Shadrick, the Skyliner, TWA and the rail-fence. (Photo courtesy Arthur J. Clayton, MANAGE beauty editor.)

## CLUB PRESIDENTS ORGANIZE NAF COUNCIL

Columbus, Ohio—Foremen's Club presidents of metropolitan Columbus met recently and organized a new group known as the National Association of Foremen Club Presidents' Council.

Initial meeting of the club was under the direction of J. P. Myers of Columbus Bolt and Forging Company. Mr. Myers explained that the objectives are: (a). To consider common problems of the NAF clubs in the Columbus area. (b). To assist each other through an interchange of ideas. (c). To integrate the activities of the respective clubs. (d). To otherwise aid in furthering the aims of the NAF.

Elected as permanent secretary of the group was Frank Albanese, city club coordinator of the Foremen's Club of Columbus, Inc.

## EDUCATIONAL PROGRAM SET UP FOR PAA CLUB

Brownsville, Texas—An educational program designed especially for members of the recently organized Pan American World Airways Management Club, is now underway. Through cooperation between the club's educational committee and administrators of Texas Southmost College, special arrangements were made to conduct evening classes.

A series of subjects in the business administration field were selected and college credit is earned for each course completed.

At the present time, the club's "students" are undertaking a course in Business Speech. The course includes such subjects as, speech observance; conference and panel speaking; making oral reports; miscellaneous talks; and simplified parliamentary procedure.

## JOY MANAGEMENT CLUB CONDUCTS OPEN HOUSE

Michigan City, Indiana—Joy Manufacturing Company Management Club served as hosts for their company at a successful Open House. Approximately 5,000 persons, or one-sixth of the community, attended.

Purpose of the project was to acquaint the public with the plant, products and personnel, and to familiarize new employees with the organization.

All employees were encouraged to take their families to their work stations and explain their duties.

An attractive brochure which featured a design of the plant layout, an explanation of the products (Joy manufactures heavy machinery), and the local plant operations, was presented to each visitor.

Using the slogan, "Get in step with Joy," the club carried out its theme in a clever manner. The route to be taken through the plant was plainly marked by bare footprints painted on the floor.

Each tour covered approximately seven-tenths of a mile. Originally scheduled to take one-half hour, the time stretched to one and one-quarter hours. The Open House, held on a Saturday, was from noon to 6 p.m. Ten women employees served as hostesses.

A nursery was organized on the front lawn and attendants cared for children whose parents were touring the plant. Playground equipment was provided to keep the children occupied.

As souvenirs, over 2,000 balloons were given to the children. A Joy Air Compressor was used to blow up the balloons. Three thousand aluminum ash trays, imprinted with the organization's name, were presented to adults.

Arthur C. Lowry



**GREETING CORPORAL LEO FREELON**, the only released Korean prisoner of war from Monroe, Michigan, are (left to right) Franklin Mitchell, program director, Radio Station, WJR, Detroit; Vincent J. Linn, NAF area manager; William J. Phelan, president, Maeco Management Club; and Kim H. Wilcox, Monroe's newly appointed national director, NAF. Hidden behind Mr. Mitchell is Orlo Schatte, secretary, Maeco Management Club.

# Let's face it!

## HAVE YOU A DISASTER PLAN FOR YOUR PLANT?

**BOMBS...OR FIRE...OR FLOOD...OR TORNADO  
... you can handle them if you act now.**

Let's face it... the threat of war and the atomic bomb has become a real part of our life—and will be with us for years. Fires, tornadoes and other disasters, too, can strike without warning.

Whatever the emergency is, everybody's going to want help at the same time. It may be hours before outside help reaches you. The best chance of survival for you and your workers—and the fastest way to get back into production—is to know what to do and be ready to do it. Disaster may happen TOMORROW. Take these simple precautions TODAY:

☐ **Call your local Civil Defense Director.** He'll help you set up a plan for your offices and plant—a plan that's safer, because it's integrated with community Civil Defense action.

☐ **Check contents** and locations of first-aid kits. Be sure they're adequate and up to date. Here, again, your

CD Director can help. He'll advise you on supplies needed for injuries due to blast, radiation, etc.

☐ **Encourage personnel** to attend Red Cross First-Aid Training Courses. They may save your life.

☐ **Encourage your staff** and your community to have their homes prepared. Run ads in your plant paper, in local newspapers, over TV and radio, on bulletin boards. Your CD Director can show you ads and official CD films or literature that you can sponsor locally. Set the standard of preparedness in your plant city. There's no better way of building prestige and good community relations—and no greater way of helping America.

*Act now . . . check off these four simple points . . . before it's too late.*



"We hate some persons because we do not know them; and we will not know them because we hate them." . . . Colton

# YOU'VE GOT TO BE TAUGHT TO HATE

BY WILLIAM LEVY

**S**OUTH PACIFIC is a truly great play, acclaimed by critics and theatergoers alike as a smash success. Most of its musical score has been heard and enjoyed by millions. There is one little song, though, that never achieved much prominence but I put it at the top of the list because it packs such a terrific wallop and says so much in so few words. Read it and see if you agree with me.

*We've Got To Be Taught\*  
You've got to be taught to hate and fear  
You've got to be taught from year to year  
It's got to be drummed in your dear little ear  
You've got to be carefully taught.  
  
You've got to be taught to be afraid  
Of people whose eyes are oddly made  
And people whose skin is a different shade  
You've got to be carefully taught.  
  
You've got to be taught before it's too late  
Before you are six, or seven, or eight  
To hate all the people your relatives hate  
You've got to be carefully taught.*

The child is the product of his parents and reflects their good qualities as well as their prejudices and fears. I direct this article to you, the parent, because by the force of your example his thinking and his action will be favorably or adversely affected. God is the opposite of hate and jealousy and serves as the spring from which we derive the finer qualities of love for mankind.

## LOVE THY NEIGHBOR

All of us are familiar with the divine commandment "Thou shalt love thy neighbor as thyself." In general, most people try to live this precept and despite all the

apparent contradictions of war, hate and jealousy, we are making progress. Yet we hear, see and read about man's inhumanity to man and the centering of all his thinking and action around his own selfish interests.

If we accept the concept that tolerance is one definite indication of loving thy neighbor then I offer for your consideration, a definition proposed by the late Joshua Liebman in his great book, "Peace of Mind." Properly conceived, *tolerance is the positive and cordial effort to understand another's beliefs, practices and habits without necessarily sharing or accepting them.* The ultimate of this ideal is Voltaire's ringing challenge, "I do not agree with a word that you say but I will defend to the death your right to say it." Even in this wonderful land of ours, with its Bill of Rights, the Constitution and all the documents provided by the farseeing founders of the Republic, tolerance is not an ever present force achieved by decree or fiat. Like a piece of good land, it must be cultivated, properly prepared and seeded, then carefully tended if the desired crop is to grow and mature. There is the ever present danger of the weeds of intolerance and hate which would stifle and destroy goodness in man. The weeds destroy not only the crop, but in the long run they make barren and worthless the base, the very land itself. The soil or land is a heritage bestowed on mankind by the great Planner, our Father.

## GOD IS OUR FATHER

All of us are created by God in His image. As such we become the most sacred and dignified of all organisms on earth. Sometimes we forget the simple truth that since

God is our Father, yea verily we are all brothers.

The world and all of its actions are closely interrelated and anything we do or say has a vital effect on everyone else. By word and deed, we influence our children, our employees and our community. Our thoughts and our prejudices permeate everything around us. Only man, of all creatures, is capable of the intent for good, the gift of transmitting happiness. One of the stumbling blocks is the adherence to the mores, habits and customs of our immediate society which causes us to encase ourselves in a shell of reserve, aloofness and suspicion. Basically, I believe we are all motivated by our inherent desire to give of ourselves for the betterment of man. The problem becomes one of tapping this inner reserve and permitting the well of human kindness to flow.

Sometime ago, while riding a bus to work in the morning, I overheard a conversation by two elderly gentlemen. They were engrossed in an animated discussion of the woes of the world, the moral breakdown of mankind. Finally one of them said, "All of these problems could be met simply and effectively if we only had more good praying people." The power of prayer is terrific.

I am blessed with a very fine wife and daughter who must have infinite patience to put up with the idiosyncrasies of my work, travel and living. Recently my daughter showed me a prayer which we selected for this article, because it has so much to offer either in silent meditation or read aloud.

*O God, keep my tongue from evil  
and my lips from speaking guile. Be*  
(Continued on page 26)

\*From "South Pacific" by Richard Rodgers and Oscar Hammerstein, II



# IN THE INDUSTRIAL SPOTLIGHT

Harold A. Arbeen, editor of MANAGE'S "Washington Report for Supervisors" has been promoted to financial editor of the Washington, D. C., Times-Herald. Mr. Arbeen will continue his affiliation with MANAGE, and keep his magazine feature the same exclusive Washington report as in the past. Before joining the Time-Herald a year ago, Mr. Arbeen was on the financial staff of the Chicago Tribune for about 10 years, and for a short time was a business reporter for the San Diego Union. While with the Tribune he worked under Thomas R. Furlong, now managing editor of the Times-Herald. Mr. Arbeen is a member of the Chicago Press Veterans association, Chicago Reporters association, National Press Club, and White House Correspondents association.

E. W. Bullard, president of the E. D. Bullard Company, San Francisco, has announced that Joseph L. Polizoto has been appointed manager of the firm's Los Angeles office.

The Rockwell Manufacturing Company has purchased the Callender Foundry and Manufacturing Company, Ltd., of Guelph, Ontario, Canada's largest manufacturer of power tools for home and industry. Announcement was made by W. F. Rockwell Jr., president.

NAF Director W. B. Hankins has been promoted from general superintendent to vice president in charge of production of Nickey Brothers, Incorporated, in Memphis, Tennessee.

Lewis K. Sillcox, honorary vice-chairman of the board of The New York Air Brake Company, was elected president of the American Society of Mechanical Engineers for 1954, at the society's 74th annual meeting. Mr. Sillcox is a member of The New York Air Brake Company's Foremen's Club, which is associated with the NAF.

General Motors has announced plans for a 1954 edition of its spectacular industrial show, the GM Motorama.

Appointment of William H. Gates as manager of the Southwest District of Mine Safety Appliances Company, has been revealed.

Appointment of Charles W. Punton as director of engineering of Mine Safety Appliances Company, Pittsburgh, Pennsylvania, has been announced by George H. Deike, Jr., vice-president.

The board of directors of the Thatcher Glass Manufacturing Company, Incorporated, of Elmira, New York, has named former president, Franklin B. Pollock, to the post of chairman of the board and chief executive officer. F. K. Rodewald, executive vice-president under Mr. Pollock, has assumed the presidency.

Bernard H. Schenk of Lindsay, Ontario, has been appointed president of Visking, Ltd., Canadian subsidiary of Visking Corporation, Chicago. J. Paul Smith, president of the parent company, has been named chairman of the board of the Canadian subsidiary.

General Motors has announced an upward revision of two cents per hour in its cost-of-living allowance to approximately 385,000 hourly rate employees resulting from an increase in the nation's cost-of-living index.

The election of Clarence Francis to the board of directors of Bendix Aviation Corporation has been announced by Malcolm P. Ferguson, president of the company.

Luther S. Smith, retired Air Force brigadier general and Texas rancher, has joined Temco Aircraft Corporation as special assistant to the company president, Robert McCulloch.

One of the largest suggestion awards ever to be earned by an industrial worker in the eleven Western states was paid to Leonard Barends, machinist, by AiResearch Manufacturing Company of Arizona. Barends earned \$7777 for his time and money-saving suggestion.

Describing the Dominion as "the fastest growing market in the world," the Clary Multiplier Corporation, adding machine and cash register manufacturer, announced the appointment of Frank Graydon Smith of Vancouver as its Canadian district manager.

Henning W. Prentis, Jr., chairman of Armstrong Cork Company, and Colonel Willard F. Rockwell, chairman of Rockwell Manufacturing Company, have been elected to the board of directors of the American Locomotive Company.

Hotelman Albert Pick, Jr., made a clean sweep of the 1953 International Live Stock Exposition by purchasing both the Grand Champion steer and the Grand Champion carload of 15 steers.

Harold W. Sweatt, president of Minneapolis-Honeywell Regulator Company since 1934, has been elected chairman of the board, succeeding Mark C. Honeywell, who was named honorary chairman. Paul B. Wishart, vice president and general manager of the company, was named president.

The Weatherstrip Research Institute, an organization composed of leading weatherstrip manufacturers in the United States, has elected Ed. M. Rodenbaugh of Pittsburgh as president. Mr. Rodenbaugh is president of the National Metal Products Company.

Albert G. Lindsay, prominent international businessman and manager of Rockwell Manufacturing Company's Export and International Divisions, died in a New York City hospital recently.

The American Welding Society will stage its second Welding and Allied Industry Exposition at the Memorial Auditorium, Buffalo, New York, May 5-7, it has been announced by Joseph G. Magrath, national secretary.

William W. Cooper, associate professor of Industrial Management at the Carnegie Institute of Technology, was elected the first president of The Institute of Management Sciences at its recent organizational meeting in New York City.

More than 2000 personnel and industrial relations executives from all parts of the country are expected to attend the American Management Association's personnel conference scheduled for February 15-17 at the Palmer House in Chicago.

The Standards Engineers Society announces the re-election of William L. Healy, General Electric Company, Philadelphia, as president for 1954.

# NAF *in Action*

Syracuse Management Club members elected William Egan as president for 1954. Other officers are William DeHaven, vice-president; Warner Love, secretary; and Peter Felice, treasurer.

First guest speaker of the new year for the Doehler Foremen's Club of the Doehler-Jarvis Division of the National Lead Company was Frank J. Koegler, division president.

K. C. Ingram, assistant to the president of the Southern Pacific Company, told 150 members of the Greater Portland Management Club that the key to successful supervision is "empathy," the ability to project one's self into the other person's consciousness. The speaker is the author of the book "Winning Your Way With People."

Lockhead Management Club of Georgia escorted children from the Georgia Baptist Children's Home on a tour through the aircraft plant. Michael Doherty, recent winner of the Man-of-the Month club trophy, took charge of the trip.

For the first time since the founding of the NAF in 1925, a member of the national headquarters staff has been elected to the board of control of the Foreman's Club of Dayton. He is Dean Sims, NAF manager of public relations and editor of MANAGE. Organized for better foremanship through education in 1918, the Dayton club was the beginning of the movement which developed into the NAF.

Recently elected officers of the Oliver Management Club of Springfield, Ohio, are Herbert B. Speasmaker, president; Benard A. Lyons, vice-president; Thomas R. Roberts, secretary, and John T. Grissom, treasurer.

A panel discussion on "The Supervisor's Part in the Community" was the feature of an American Airlines Administration Association meeting held in Tulsa, Oklahoma. Dr. M. M. Hargrove, dean of the school of Business Administration at the University of Tulsa, served as moderator.

MANAGE February 1954

Newly elected officers of the Amaizo Foremen's Club, American Maize-Products Company of Roby, Indiana, include: Andrew Bartlett, president; William Mamecke, vice-president; and Edward Kocklin, secretary-treasurer.

Elected president of the Maytag Management Club was H. S. Bicknell. Other officers include vice presidents, J. B. Martin and La-Vern Matson; secretary, Marvin Weeks, and treasurer, Keith Nielsen.

Edward O. Seits, president of the NAF, was presented with a "Mug-of-the-Month" from Douglas El Segundo Management Club at a recent meeting of the Zone A Coordinating Council.

Recently installed officers of the Nickey Brothers NAF Management Club include: Charles Jordan, president; Rudy S. Burnett, vice-president; Franklin C. Poe, secretary; and John Brooks, treasurer.

Incoming officers of the Sprague Electric Company Management Club are Charles R. Dean, president; Harold E. Brafman, vice-president; Richard F. Trotter, secretary; and Louis R. Larsen, treasurer.



NAF AREA MANAGER NO. 6—Charles E. Nelson, formerly office supervisor of the NAF national headquarters in Dayton, began his new duties as area manager on January 15. He will service 63 management and foremen's clubs affiliated with the NAF in Michigan, Indiana, Ohio, Kentucky, West Virginia, North Carolina and Tennessee.

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MFRS. OF STANDARDIZED DRILL JIG AND FIXTURE BUSHINGS

## WHAT'S AHEAD FOR MANAGEMENT

(Continued from page 13)

goes into drafting a contract. But there is a very real danger that we management representatives are coming to rely on that sheaf of paper to do our employee relations job for us.

To sit back and divorce ourselves and our personalities from our employee relations responsibilities is a major surrender. It can create a permanent chasm between management and men. It can end all hope of maintaining a friendly and cooperative attitude between us.

We cannot be successful managers if we depend on a contract in our hip pocket to do our managing job for us.

The American way of doing business will always be much more than just a bundle of papers. We must let our personalities come through; we must show our associates on the job that we are interested in their problems. We must show them the same interest and consideration that we want them to show to us.

During the last decade and a half we've also heard and read a lot about the "labor organizer."

I think every member of management is, or should be, a labor organizer, too. I believe that it is management's chief function.

How can any manager in a competitive economy achieve any permanent success unless he is a leader and an organizer? You can't lead machines—you can only lead people. The most successful managers I know in the steel business are those who spend the larger part of their time on human problems, or activities that benefit people.

Another responsibility we members of management need to take seriously is training. Everyone knows that a poorly trained man is not only a safety and production hazard, but a detriment to department morale as well.

In most cases, when men come to work in your department, you don't send them to the training department to learn the job. They usually learn it by doing it under

your instruction. I believe statistics will show that more men receive this informal kind of training than the formal type. Many workmen will admit that whatever success they have achieved is due largely to an understanding "boss," who tirelessly and patiently taught them the tricks of the trade.

Suppose we go outside the gates of our plants into another field where management's responsibilities are heavy and immediate.

For want of a better designation, we'll call it the field of community service. I mean taking an active part in the church, school, community chest, or any of the numerous civic institutions.

"What do I get out of that?" you may properly inquire.

Well, I think you get a lot.

In the first place, your people spend 40 hours or so of every week in the plant. But they spend 168 hours as residents of the community. Like the rest of us, they are influenced greatly by the environment of the community in which they live.

It's not just my opinion, but a matter of record, that unfavorable community conditions create social problems that bring millions of heart-aches. Good community conditions have the opposite effect. In a happy community trouble may start, but it seldom bursts into flame. A good community environment means happier families, and far less labor trouble.

I'll venture to guess that your company contributes many dollars each year to community activities.

But funds alone won't do the job. You can't have a good community unless you have leadership.

A large part of that leadership must come from the ranks of management, or important community jobs will go begging.

What do you get out of it?

You get workers who are more cooperative and open-minded.

You get the personal satisfaction of having helped others.

You get the prestige that goes with leadership.

No longer are you plain John Doe—you are recognized by your neighbors as a citizen with influence.

Good communities do not just happen. They aren't the product of one man or a small clique. They are built little by little, by a host of small contributions. Your town—and every town—is what you and your neighbors make it. You can do your part whether you live in a village or a large city.

### HOW ABOUT SOUND FILMS FOR YOUR NEXT MEETING?



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Group Programs, Training Schools,  
or Production Clinics!**

Here's your chance to show action-packed close-ups of real, cost-cutting production operations—such as trimming, assembling, forming, marking, crimping, staking, broaching, drawing, and pressing; also one of the *fastest hydraulic press operations* you've ever seen. These 10, 20, and 30-minute films will highlight any program with revealing, worthwhile, entertaining information! There's no obligation!

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Projection equipment furnished if you haven't your own facilities.

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## YOU'VE GOT TO BE TAUGHT TO HATE

(Continued from page 23)

my support when grief silences my voice, and my comfort when woe bends my spirit. Implant humility in my soul, and strengthen my heart with perfect faith in Thee. Help me to be strong in temptation and trial and to be patient and forgiving when others wrong me. Guide me by the light of thy counsel, that I may ever find strength in Thee, My Rock and my Redeemer. Amen.

MANAGE February 1954





# Can It Happen *Here?*

(Editorial by Carl Baczenas, Editor, THE MILL, Granite City Steel Company, Granite City, Ill.)

**R**ECENT newspaper stories about big layoffs in local industries have been disturbing reading to area residents. They are bound to be disturbing. It makes the reader wonder if and when the ax also will fall on him.

Mill employees, reading of production curtailment in other plants in this area, probably have given serious thought to the situation at Granite City Steel. Can the same thing happen here?

The truthful answer must be—yes, it can happen here. But—and *here's the important fact to remember*—it does not have to happen here! The key to the situation is each individual employee. If every man and woman at Granite City Steel puts forth his best efforts, his fears will be minimized regarding a serious shut-down at the mill.

In the past ten or twelve years, the steel industry experienced an unprecedented demand for its products, due primarily to World War

II and to the disturbed world tension of its aftermath. During that time our many customers depended on us solely for their steel supply and were often compelled to curtail their own production because government priorities prevented us from supplying their needs.

Priorities now have been lifted and indications are that demands for steel have lessened. It follows that our customers, who have remained loyal throughout these years, will now expect prompt shipment of their orders. This was not so in the period to which we refer. If shipments are still delayed, it is reasonable to say that the customer will go elsewhere for his steel . . . and there *are* other steel companies ready and anxious to take orders and make deliveries NOW.

The recent transition we've gone through—switching over to new equipment—has been trying to all concerned, customers included. But this job has now been completed

and the equipment, to all intents and purposes, is in good working order. It is understandable that a break-in period has to take place with this equipment, but that seems now to be accomplished and the crews—and commendably so—have learned to operate it.

Right now, more than at any time in the Company's history, it is most important to get production up as high as possible. We must satisfy our customers *now* if we intend to keep them in the future. That's why it is so important for each person to do his job the best he can.

If a unit breaks down, it slows or stops the entire production flow. If that unit is delayed in returning to production, it can mean lost orders. Lost orders can mean cut-backs and layoffs.

So it appears to us that the best job insurance a mill employee can have is himself. Doing a good job today will mean that he will have a job tomorrow.

## BUSINESS NOTEBOOK

(Continued from page 17)

worked was slightly less than the five-year average of ten.

Mr. Hewitt warns that the figures "must not be misconstrued as representing the actor's total income. Equity members, unless they are millionaires or crazy, work also in radio, television, pictures, vaudeville, opera, night clubs, ballet and in non-theatrical jobs."

There were only 946 actors, the highest number in any of the five years studied, who earned \$3,500 or more from the theatre. The average earnings from the theatre for those actors who worked at least twenty-six weeks was \$5,990, the highest in five years.

Well, still think an actor's job is so hot?

## PICKLES

Honor the humble pickle. It is something more than an unnoticed extra with the hamburger. Last year Americans gobbled 28,206,782 cases of pickles, an increase of more than 105,000 over 1952. That amounted to 675,000,000 jars and made pickles No. 3 in popularity among canned fruits and vegetables. The National Pickle Packers Association is the authority for this news, and the members are eyeing peas and corn, the two items above the pickle in volume.

## ANSWERS TO TAX QUIZ

(Questions appear on page 16.)

*In all these answers it is assumed that transactions are made in good faith and no special circumstances exist which would alter the effect.*

1. (b). A joint return is best for husband and wife, except for unusual situations, including some involving medical expenses and capital losses. It's wise to figure the tax both ways before deciding. If your wife uses her exemption in a separate return, you are not allowed to claim it in yours.

2. (c). The interest on the first and second loans can be deducted as business expense. The interest on the third loan is a personal deduction, unless you use the standard deduction.

3. (c). Certain types of organizations, such as religious and educational associations, are not required to pay tax, but you still must pay tax on interest received from their bonds.

4. (b). The wages are deductible if they are reasonable. The exemp-

## ABC's OF MANAGEMENT

(Continued from page 9)

A follow-up survey was made during the summer of 1952 to determine reactions to the program. Ninety-eight per cent of the returns expressed a desire to come back to the campus for more work of a similar nature.

A more comprehensive research study involving hour-long tape-recorded interviews with foremen who have been back on the job for at least six months since completing the program is currently being made. It is hoped that this project will provide further information relative to the strengths and weaknesses of the program, more tangible indications of its effectiveness, and a better insight into the foreman's needs.

While Michigan State is proud of the program, the attention given to improving it makes one assume that those in charge of it are their

own severest critics and are leaving no stone unturned in their attempts to make it even better and more useful.

own severest critics and are leaving no stone unturned in their attempts to make it even better and more useful.

Critical introspection may explain why several of the companies which participated have requested that more advanced work be developed to serve as a follow-up in order to allow the foremen to continue their study and self-improvement. An advanced program has been developed and completed by two pilot groups. There is every reason to believe that it, too, will be a success.

The interest in *Fundamentals of Industrial Supervision* suggests that continued and even greater cooperation between industry and the nation's colleges and universities is certain.

Michigan State College thinks that this is a healthy condition for all concerned.

tion is not lost, if she qualifies in all other respects, until her gross income reaches \$600.

5. (b). Permission must be requested within the first 90 days of the year to be affected, except that application to change to LIFO (last-in, first-out) method may be filed with your return for the first year affected.

6. (c). Your deduction for a charitable contribution is the value of the gift at the time it is made. You are not considered to have realized a taxable gain when you give away property that has increased in value.

7. (d). The dependent may be either a U. S. citizen or a resident of the U. S., Canada or Mexico.

8. (a). You establish your fiscal year when you file your first return after organizing your business. You may change it only with Government permission, requested at least 60 days before the proposed year-end date.

9. (a). But if you had held the stock beyond six months you would have had a long-term instead of short-term capital gain. You would have been taxed on only 50% of the

gain, and in no case would the tax exceed 26% of the gain.

10. (c). The dividends are income to the child, provided the gift is considered genuine, and no return is required from anyone having less than \$600 gross income.



"Awright you skeptical knuckleheads, pay off! I caught me one over on the south forty!"

MANAGE February 1954

# WHAT LABOR IS SAYING

This is a digest of the expressions of organized labor groups and leaders throughout the United States. **MANAGE** offers this objective report of the thinking of organized labor as a special service to management.

● IN COOPERATION with 47 International Association of Machinist members, **THE MACHINIST** reportedly conducted an investigation into health and accident insurance policies. The IAM publication announced last month that its investigation revealed that the insurance programs are "mostly for the healthy" since the insurance companies often cancelled policies or attached riders after claims by policy holders.

● **LABOR**, official newspaper of the Standard Railroad Labor Organization, saluted the St. Louis Post-Dispatch on its 75th birthday in December and editorialized that "this country would be far better off if there were more dailies like it."

● **THE CIO** welcomed back three big Mine-Mill locals in Montana during January. The CIO forecast a substantial number of Mine-Mill locals will join the CIO through the Steelworkers Union during the months ahead.

● A COLUMNIST FOR **The CIO News** pointed out that none of the 22 American war prisoners in Korea who chose to stay with the Reds has a substantial trade union background. He also commented that none was "a college graduate or an intellectual—a so-called egghead."

● **THE CWA NEWS** (Communications Workers of America—CIO) said Attorney General Brownell's attack on former President Truman "violates standards of decency." In the same issue (December, 1953) **THE CWA NEWS** announced a CWA drive for a memorial in Washington to the late President Franklin D. Roosevelt.

● **THE UNITED AUTOMOBILE WORKER** told in its December, 1953, issue how a 225-pound company president threatened violence to a 135-pound UAW-CIO picket at his strike-bound factory in Detroit.

● **GEORGE MEANY**, president of the A F of L, addressed the National Grange at Burlington, Vermont, and emphasized that farmers and wage-earners should not be divided, that more progress should be made in bringing about cooperative relationships between American trade unions and American agriculture.

● **THE A F of L**, in **The American Federationist**, urged the U. S. not to abandon its firm policy of the past regarding Red China not being represented on the UN.

● **THE OFFICE EMPLOYEES INTERNATIONAL UNION** president, Howard Coughlin, called upon all segments of the A F of L to support the OEIU's current drive for white-collar workers. He said the OEIU's organizing plan provides for three times as many organizers as were formerly employed—with more organizers to be added as the plan progresses.

● **DURING THE RECENT CIO-A F of L-Mexican labor conference** in Mexico City, the transfer of \$6,000,000 from the U. S. Railway Retirement Fund to social security funds in Mexico (to compensate Mexican workers on U. S. railroads during World War II) was discussed.

● **FOLLOWING THE FIRING** of labor representatives in the U. S. Treasury Department, the CIO withdrew its endorsement of the U. S. savings bond program, and the use of CIO president Walter Reuther's name and the name of CIO secretary-treasurer James B. Carey was halted in statements endorsing the purchase of bonds through payroll savings plans.

● **WRITING IN THE CIO NEWS**, Willard Shelton recalled that Colonel Robert R. McCormick, publisher of the Chicago Tribune and the Washington Times-Herald, "has one of the finest minds of medieval times."







# Washington Report

## for SUPERVISORS

By HAROLD A. ARBEEN

**W**HEN President Eisenhower last month asked Congress to make a variety of changes in the often misunderstood and misinterpreted Taft-Hartley act, he stirred up a hornet's nest.

That the act is not perfect and needed certain basic changes was freely admitted by the late Senator Taft who devoted so much of his time and talent to the controversial law.

As could be expected, however, certain labor leaders and New Deal law-makers began to scream the President's proposals were anti-labor before the echo of his words died out in the halls of Congress.

Suave Walter Reuther, head of the CIO, termed the proposals an addition to the "anti-labor arsenal," and shaggy-browed John L. Lewis of the United Mine Workers thundered that the "piddling amendments" would not make the act more "wholesome or acceptable to labor."

But Republican law-makers generally backed the President's proposed changes. In the House, Speaker Martin said the proposals would be "sympathetically" received, and he predicted they would be accorded prompt consideration.

Senate Majority Leader Knowland declared that the President "steered a difficult course with great skill," and remarked that the proposed amendments appear fair to management, labor, and to the public.

Capitol Hill observers opine the issue will entail lengthy committee hearings in both houses, and provoke long debate when it reaches the floor. It could have an im-

portant bearing on the outcome of November congressional elections.

As the old year ebbed, there poured across my desk at least three Gladstone bags of predictions, prognostications, appraisals, forecasts, etc., on the outlook for business in 1954.

They came from leaders of every segment of finance, commerce, industry, and merchandising. They ranged from optimistic outbursts couched in a background of pretty, pink clouds to thunderheads of gloom and despair.

Several months ago, Washington had its own pint-size "recession," or setback following cutbacks in government employment, an important entity in the city's economy peculiar to the Capitol.

But Washington appears to have weathered its economic vicissitudes in good shape and nobody was badly hurt during the so-called period of adjustment. Now, for a variety of reasons including curtailment of defense spending, the country as a whole seems to be confronted with a similar situation.

A few days before the calendar flicked over to 1954, some 300 of the country's top economists gathered here for a series of symposiums. They took a long look at the shape of things to come concerning the country's business and came up with a few terse answers.

These professional prognosticators looked into their crystal balls and saw in the offing a decline in business activity ranging to 6 per cent of employment levels of 1953, and a situation which could gather momentum until as many as 4

million workers could be on the rolls of the unemployed this year.

No sooner had the economists packed up their statistics and business indices and gone home when a rash of reports from a variety of railroads and other businesses reported extensive layoffs attributed to declining business.

George Meany, president of the American Federation of Labor glumly observed he could see no indication the increasing volume of unemployment would be reversed this year.

With all these things taken into consideration, I believe I can make a prediction that will stand up at the end of this year.

Although pipelines of consumer goods are well filled, controls have been lifted and the nation is returning to a period of good, old American competition based on the immutable law of supply and demand.

Those companies which produce good products at fair prices and have salesmen with enough initiative to go out and beat the bushes for business will have a prosperous year. Those sitting back on their hunkers whining for the days of war-made scarcity may not make the grade.

At the moment, banks, building and loan associations, and other institutions are bulging with the savings of people who deprived themselves of the cars, homes, and other things they want and need. Now, the will to buy is present and the money with which to buy is available. All business has to do is go after it.

# ★ MANAGE SERVICE BUREAU ★

## New Products and Free Publications for Management Men

For Additional Information Circle the Number on Service Coupon

### "HOBBY" PRESS

201—A duplicate in miniature of heavy duty presses for the "just-for-fun" printer has been announced by the **Craftsmen Machinery Company**, with a modest price tag of \$27.50. The initial cost includes press, type, paper, ink, instructions and other necessary supplies.

A hobby both easy and fascinating, it is only now that a light, small durable press is available at a low price, which should help popularize this fascinating pastime for both youngster and grown-ups.

As well as spare-time relaxation, this press provides the means to print your own stationery, greeting cards, business cards, bill-heads, receipts, tickets and many other forms.

### TWO NEW DISC SANDERS

202—The **Skil Corporation**, has placed two new disc sanders on the market, a seven inch standard duty unit and a seven inch heavy duty unit. Tested over a two-year period under rigid field conditions, the new sanders, the manufacturer reports, have "exceptional power which enables them to maintain high speed under heavy loads." The new tools are recommended for industrial plants, welding operations, foundries and "anywhere top sanding, grinding and wire brushing results mean more time and money saved."

Special features are a new front handle location, which "takes weight off user's hands and puts it on work"; shorter length and lighter weight and low maintenance cost. A new, higher speed of 4,500 rpm gives peak efficiency and faster results.

### SILICON CARBIDE WHEELS

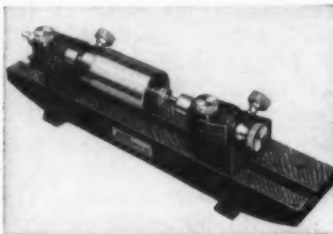
203—A new series of silicon carbide wheels for grinding tungsten carbide tools is announced by **The Fuller Merriam Company**, grinding wheel manufacturers. The wheels cut faster and much cooler than wheels previously available. Field tests show substantially longer life.

FM engineers, after five years of development, attribute the wheel's superiority to new ingredients in the vitrified bond combined with a distribution of the abrasive particles calculated to enable them to penetrate and cut tungsten carbide with maximum efficiency.

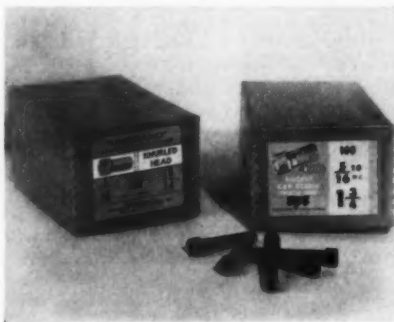


### NEW, PORTABLE BENCH CENTERS

204—**Acme Industrial Company**, manufacturers of standardized drill jig and fixture bushings, has recently developed a new bench center weighing only 19½ pounds, with an overall length of 18 inches. This makes for easy portability and inspection right at the production machine. With a known flat surface accurately machined and checked within .0005 maximum, it is designed to accommodate magnetic or standard indicators directly on the bed area.



It easily sets on angle plates and fits any 12 inch surface plate. Made to hold pieces up to 13 inches long, with a swing up to 5 inches, it has completely adjustable heads and convenient thumb screws which make operation simple and fast. Indicator holders are also available.



### STANDOUT LABEL

205—In a break from the traditional horizontal labeling technique (left), **Standard Pressed Steel Company** has designed a new line of fastener labels (right) that prominently lists pertinent information in a fast reading vertical pattern. The company, world's largest producer of socket head screws, expects its new high-readability labels to help distributors and end users by speeding up stock picking and order checking in warehousing and shipping operations.

The use of two-color labels have replaced twelve different labels previously used by the company for a variety of Unbrako and Flexloc fasteners and permits a color-code for rapid identification of product, type of thread and in some cases, product tolerances.

### NEW POWER TOOL BENCHES

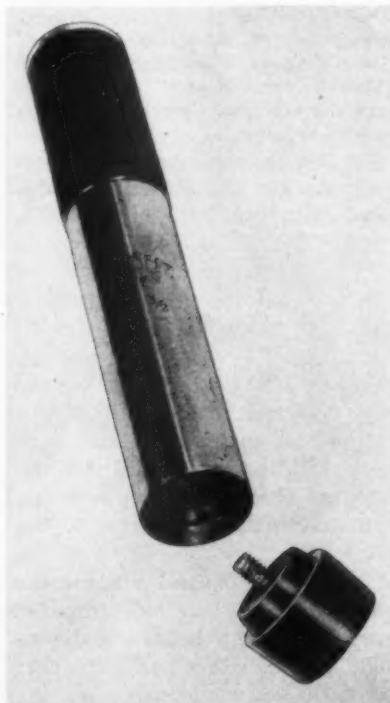
206—**Morrison Products, Incorporated**, announces a new line of benches for power tools. They are produced in two sizes which cover the complete range of sizes required for mounting the standard line of small power tools used by industry and in the home workshop.

They are adjustable for height so as to obtain proper working height for each tool, and for width to accommodate wide range of mounting centers. They are made from heavy gauge die formed parts are welded for strength and rigidity to meet the high standards required by industry.

### DRIVE PUNCH

207—**New Plastic Corporation** announces the addition of Nupla drive punches to their line of soft-faced hammers. This is a completely new tool, designed for driving press fits, bearings, bushings, and doing assembly work.

They are non-marring, soft-faced tools that eliminate damage to expensive assemblies and parts. Hard hammering blows can be struck on assemblies and bearings with absolute safety. Nupla drive punches are equipped with soft-faced Nuplaflex replaceable tips that will not mushroom and lose effectiveness. Available individually or in sets in two hardnesses of tips.







### FEATHERWEIGHT SAFETY SPECTACLES

**208**—New shatterproof, multi-purpose safety spectacles, called "Visor-Tuc" Eye Savers, give almost 100% protection from eye injuries and weigh hardly more than an ounce. Over-eyes protection from glare and flying particles is provided by the built-in visor, an extension of the frame, shaped to fit snugly against the wearer's forehead.

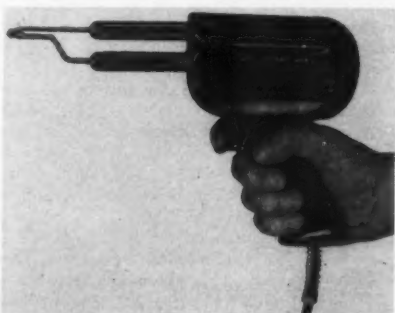
Visor-Tucs, made by Watchmoke Optical Company are in a single frame style that fits all workers. This feature is made possible by a "Universal" nosepiece which rests lightly on the nose and by "Retrax Temples" which can be adjusted by each wearer to suit the shape of his face. Shatterproof, methacrylate lenses can be replaced in an instant, yet are securely locked in place.

### SOLDERING GUNS HANDLE UP TO 275 WATTS

**209**—Increased power up to 275 watts is one of the important new features of the completely restyled and improved Weller Soldering Guns, built by Weller Electric Corporation. Capable of making quick work of countless shop, maintenance, or laboratory soldering jobs, these extremely versatile tools combine adequate heating capacity with accurate finger-tip control.

Weller Gun's five second heating speeds all types of factory maintenance and repair. An exclusive tip fastening arrangement assures full, constant heat by eliminating contact resistance and oxidation. The dual heat feature affords extra capacity where high heat is required, and provides a substantial increase in tip life.

Other features include pistol-grip, dual spotlights and low-cost replaceable Wellertips.



MANAGE February 1954

### NEW LITERATURE OFFERED

**210**—A newly completed folder describing a greatly expanded line of jig and fixture components is announced by the Jergens Tool Specialty Company. According to the manufacturer, this expanded line of over 500 items is the most complete line of its kind in production today.

Among the many items illustrated in the new folder and available in a wide range of sizes are blank jaws; sine fixture keys; malleable handles; tee slot nuts and bolts; shoulder and thumb screws; hand wheels; rest buttons; quarter turn screws; studs; strap clamp assemblies; flange nuts; swing "C" washers; plastic balls; hand knobs; clamping levers, etc.

**211**—How the difficulties, hazards and excessive costs of overhead maintenance can be eliminated is illustrated and described in a new bulletin on the Barrett Lift-A-Loft. This development of the high-lift electric truck takes the maintenance man, with all his tools and supplies, from job to job, and up to the ceiling on its platform.

The Lift-A-Loft saves large numbers of manhours on overhead work, according to the manufacturer. It is especially valuable in plants where there are a large number of lights and where there is a fairly heavy overhead system of service distribution.

**212**—A fully illustrated catalog shows the complete line of Magnetic Parallels and V-Blocks in all sizes and shapes, which are offered by the George Scheer Company. Trade name is "Magne-Blox." Completely new mass production methods make Magne-Blox available at a fraction of what they would cost if made in the shop.

Magne-Blox represent a saving in time and labor by simplifying difficult set-ups, eliminating complicated holding devices and enabling the operator to grind work square and hold round work for grinding.

**213**—A new catalog has been published by the Precision Equipment Company. Many new items have been added to Precision's standard line consisting of steel shelving, lockers, ladders and other storage and maintenance equipment. Each item is clearly illustrated and priced.

**214**—"Blast Cleaning", a new booklet written by Victor F. Stine, vice president, Pangborn Corporation, aims at explaining abrasive cleaning in a new way. Its purpose

is to supply non-technical information to anyone who would like to know more about the possibilities of blast cleaning in his field.

The story begins with a discussion of the three basic advantages of the process; faster cleaning, cheaper cleaning, and improved quality of finish. This leads to a brief analysis of where it can be used and how the abrasive is forcibly propelled.

**215**—A folder describing its new line of low-cost carbide-tipped blades designed for use with radial saws has been issued by the Delta Power Tool Division of Rockwell Manufacturing Company.

The blades are the first of their kind ever mass-produced, the booklet points out, and are said to last 25 to 100 times longer than conventional blades without resharpening. The blades are said to excel in making difficult compound miter cuts, cutting plywood panels to size, ripping solid stock at speeds up to 90 feet per minute, making intricate cuts in hardwoods and cutting heavy aluminum channel and plastics. Other recommended uses are also outlined.

**216**—A new four-page bulletin issued by Velocity-Power Tool Company, features pictures and describes details of the design, operation and numerous applications for the Velocity-Power Model "P" Driver, a new model of a portable powder-actuated tool for driving steel studs into steel, concrete or masonry, and for other work.

The bulletin describes the tool as safe, fast and economical in fastening steel to steel, steel or wood to concrete, and facing materials to a variety of supports, thus eliminating the slow, tedious work of drilling, plugging and anchoring of studs.

#### Offered In Ads

**A217**—Available without cost for your program, training school or clinic, are movie films on production operations furnished by the Denison Engineering Company. (See page 26).

**A218**—Catalog 29, in which you'll find details of Apex impact sockets, extensions and adapters for every nut running operation. From Apex Machine & Tool Company. (See page 17).

**A219**—Booklet "Mr. Higby" containing full information on Legge Safety Polish, for floor care from Walter G. Legge Company. (See page 15).

Note: Inquiries for the items listed above will not be serviced beyond March 28

## MANAGE MAGAZINE

321 W. First St., Dayton 2, Ohio

1954

MANAGE  
SERVICE  
BUREAU

Please send me further information on items circled below:

201	203	205	207	209	211	213	215	A217	A219
202	204	206	208	210	212	214	216	A218	

Name ..... Position .....

Firm ..... Business .....

Please ☐ Firm address } Street .....  
check ☐ Home address }

City ..... Zone ..... State .....

## THE MANAGE FORUM

### The Editor Says . . .

(Continued from page 6)

parents, our country and our children. Courage comprises all things: a man with courage has every blessing."

It is a management characteristic which, if a man has, he uses. If he does not, then he can try to develop it.

Men with courage built the airplane while those without scoffed.

Courage is essential, priceless and indestructible. Display it proudly—and use it.

### And the Readers Reply . . .

(Continued from page 6)

paid a jobber \$6 or \$7 for it. The jobber got it wholesale for \$5 and the wholesaler paid \$4 to the actual producer. The difference in price for each transaction includes the items you listed—shipping, handling, taxes, advertising, business operation and profits.

Let's face it. This system was developed centuries ago by the mercantilists of middle Europe. What was necessary then has become ridiculous now. The vast improvement in communications and transportation should have relegated such a complex and boggling system to the scrap heap long ago.

The customer's \$10 are more likely divided as follows:

- |                                     |      |
|-------------------------------------|------|
| 1. Producer's selling price         | \$ 4 |
| 2. Wholesaler's expenses and profit | \$ 1 |
| 3. Jobber's expenses and profit     | \$ 2 |
| 4. Retailer's expenses and profit   | \$ 3 |

Customer's cost \$10

Why doesn't the customer just go direct to the producer? The producer already has advertised nationally. The customer can pay shipping and other charges of the producer on one item just as easily as through three middlemen. Storage expenses in a producer's warehouse (which the customer pays for anyway) are certainly much less than the expenses of displaying in a retail store. The producer is still the one who has to make good on guarantees. The customer can pay for any servicing required directly to the servicemen instead of through a dealer at inflated prices. And the customer is willing to pay one tax but is sick of paying three or four.

Now don't start bleating like sheep "The system has been alright so far" or "It's the American way" or "Business would suffer tremendous loss to change." The system persists only for the same reason other social, economic and political insanities persist—human emotional inertia and ignorant fear of change. The only ones who would suffer are the parasitic elements in the system.

The change is happening now anyway. Many producers are selling direct to the consumer. Many retailers are buying direct from manufacturers and many wholesalers

are selling direct to consumers. Eventually there will be only one middle man between producer and consumer. The result is so obvious that it scares people—the consumer will be able to buy more produced goods and more consumers will be able to buy. Which means that prices will be low and the producers will have to produce more and make more money for themselves. That is the American way!

Yours very truly,  
Benjamin F. Loudon  
Sheridan Rd. R. R. 12  
Ft. Wayne, 8, Indiana

### WHAT LABOR IS SAYING

To the Editor:

I am a rather regular reader of your good magazine but would like to raise a question as to whether it is a good policy to head up your page "What Labor Is Saying" as you do. So many of the items are so very negative that I am wondering if it might not be well to qualify this to indicate that you doubt if this is the true attitude of workmen but at least this is taken from the material sent out by the leaders of organized labor groups.

Yours very truly,  
Keith J. Evans  
Joseph T. Ryerson & Son, Incorporated  
Chicago, Illinois

### STRICTLY BUSINESS

by McFeaters



"He left to play golf 15 minutes ago—but he should be back shortly!"

### SUBSCRIPTION

To the Editor:

Here's our check for \$4.00 to make sure we get to read *MANAGE* for another year. Read it? Listen, we look for it. When it comes it sits in our laps for two long full evenings. It actually gets better every issue. The other industrial magazines are tops, to, but *MANAGE* is incomparable.

Our work is communications. Our tasks to get management and employees to know and believe that their objectives are identical.

We use as media . . . house-organs. Not the silly, worthless chit-chat type, but another kind that tells labor and management what they get when they work arm in

arm, work understandingly shoulder to shoulder.

We prove to employees that they get when they give. Their actions are controlled by what they think. What they think depends upon what they know. So, we tell and tell them what they want to know; tell how they can create secure jobs for themselves, well-paid jobs, proud jobs that make them know that they are wanted, are useful, are important to management.

Then, we prove that they get those things they want . . . in security, in pay, in satisfaction . . . when they work with management to up quality, to stop wastes, to up production, to enable management to sell in tomorrow's tough market . . . even at lower prices . . . and still earn satisfying profits.

I apologize. This thing started to be a \$4.00 check letter. I realize what incomparable aid you are to management. I know that we owe you much. Your magazine should be read by every industrial president in our America.

Thanks, and best wishes,  
Oren Arbogust  
Oren Arbogust Company  
Chicago 1, Illinois

### "FAIRNESS"

To the Editor:

I read the article "Fairness" sent to you by Mr. Swift of Chicago in the December issue of "The Manage Forum," and I must admit that I agree that the government should not have the authority to decide what is fair in all our economic affairs, but even government decision would be better than the statement Mr. Swift made when he said, quote: "Wouldn't you agree that whatever a man can get for his product in a free competitive market is 'fair' regardless of the profit he makes?"

In my humble opinion there are many corporations, companies, doctors, lawyers, actors, landlords, etc. who are practicing the policy advocated by Mr. Swift but I am positive that these people will someday face the greatest of all judges, God, and at that time they will not be able to push their conscience aside, but will have to admit that they took from their brother more than their conscience would permit.

James Knowles  
211 Cass Street  
Monroe, Michigan

### WINNER GRATEFUL

To the Editor:

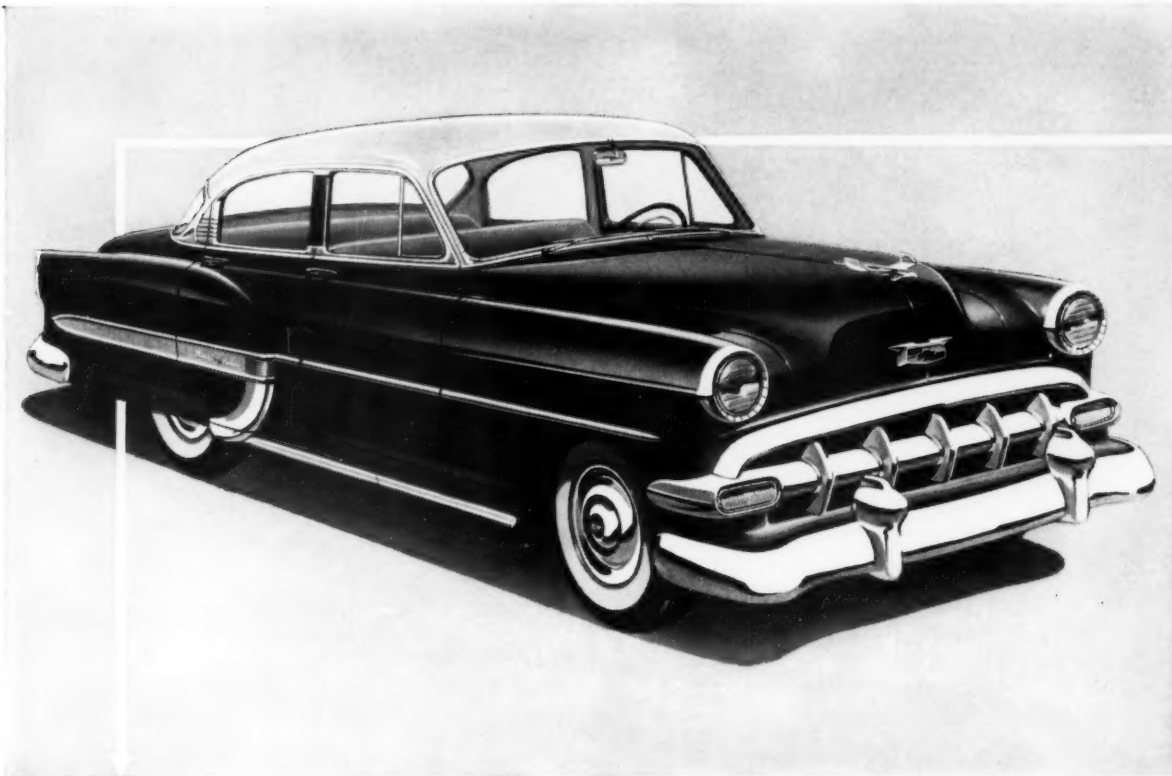
It did me great honor to receive a citation and cash award for my solution to December's Supervisory problem. I am proud indeed, and wish to thank you for this honor.

You may be sure, I will answer more of the problems as presented by *MANAGE* Magazine. These problems make me stop and think, and realize what can be done to correct situations which do exist in the business world, throughout this world of ours.

Again, many thanks.

Ruth Grace Glover  
Ordinance Depot  
Terre Haute, Indiana

*MANAGE* February 1954



The new 1954 Chevrolet Bel Air 4-Door Sedan. With three great series, Chevrolet offers the most beautiful choice of models in its field.

## *This is what's new about* the beautiful new 1954 Chevrolet...

**New beauty is only the beginning. Here is the first low-priced car to offer you new high-compression engine power, Power Brakes,\* Automatic Window and Seat Controls\*—plus so many other advantages of the highest priced cars. And it's all yours with new economy, too!**

Here are more things you want—at lowest cost—than any car ever offered you before. For instance...

**New styling that stays new.** Fresh, new 1954 styling front and rear, outside and in—with an exciting choice of rich new colors that harmonize



with the new, more colorful interiors.

**Thrifty new power in all models.** Finer performance with money-saving gasoline mileage, too! That's what Chevrolet gives you with new power in two great engines—the "Blue-Flame 125" in Powerglide models and the "Blue-Flame 115" in gearshift models.

**New Power Brakes and Automatic Window and Seat Controls.** Now as an extra-cost option on all models equipped with Powerglide, you can

have the greater ease and convenience of Power Brakes. And Automatic Front Window and Seat Controls are optional at extra cost on Bel Air and "Two-Ten" models.

**Powerglide for all models, and a new low price on Power Steering.** Now Powerglide\*—the smooth, economical automatic transmission with the positive acceleration—is available for all models. And you can enjoy the ease and safety of Chevrolet Power Steering\* at a saving. See your Chevrolet dealer. . . . Chevrolet Division of General Motors, Detroit 2, Mich.

*\*Optional at extra cost.*

*Powered for Performance! Engineered for Economy!*



**MORE PEOPLE BUY CHEVROLETS THAN ANY OTHER CAR!**



To get more service with less servicing...

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Compare Delco motors with others. You will discover they have greater endurance under load...require minimum servicing... for every type of Delco motor is designed, engineered and built to precision standards inside and out.

Whenever you need replacement motors... fast... call your local Delco wholesaler. Delco motors are available everywhere for immediate delivery.

THERE'S A DELCO  
FOR PRACTICALLY ANY  
INDUSTRIAL APPLICATION

Open and enclosed motors up to 100 h.p. for standard foot mountings. NEMA C&D flange-mounted motors up to 30 h.p. Explosion proof motors up to 20 h.p.



## DELCO PRODUCTS

Division of General Motors Corporation, Dayton, Ohio

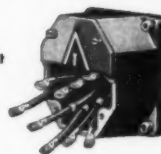
A GENERAL MOTORS PRODUCT  A UNITED MOTORS LINE

DISTRIBUTED BY WHOLESALERS EVERYWHERE

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### THESE FEATURES KEEP DELCO MOTORS GOING LONGER

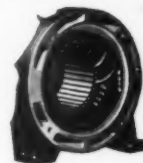
Water-Tight Conduit  
Box. Protects  
against moisture.



Positive Lubrication.  
Lengthens bearing  
life.



Delcote Insulation.  
Permanently flexible,  
moisture-proof, wear  
resistant.



Positioned Bearings.  
Maintain shaft  
alignment.



Dynamically Bal-  
anced Rotor and  
Shaft Assembly.  
Reduces vibration.



Corrosive-Resistant  
Cast Iron Frame.  
More solid, more  
rugged.



OUT 1-54  
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Pasadena 4, Calif.

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